APPENDIX

INITIAL FINDINGS AND VACANCY MEMORANDUM

FINDINGS & INITIAL RECOMMENDATION PRESENTATION

INITIAL FINDINGS AND VACANCY MEMORANDUM

Fort Wayne Retail Study - Interim Vacancy and Findings Memo

Contents:

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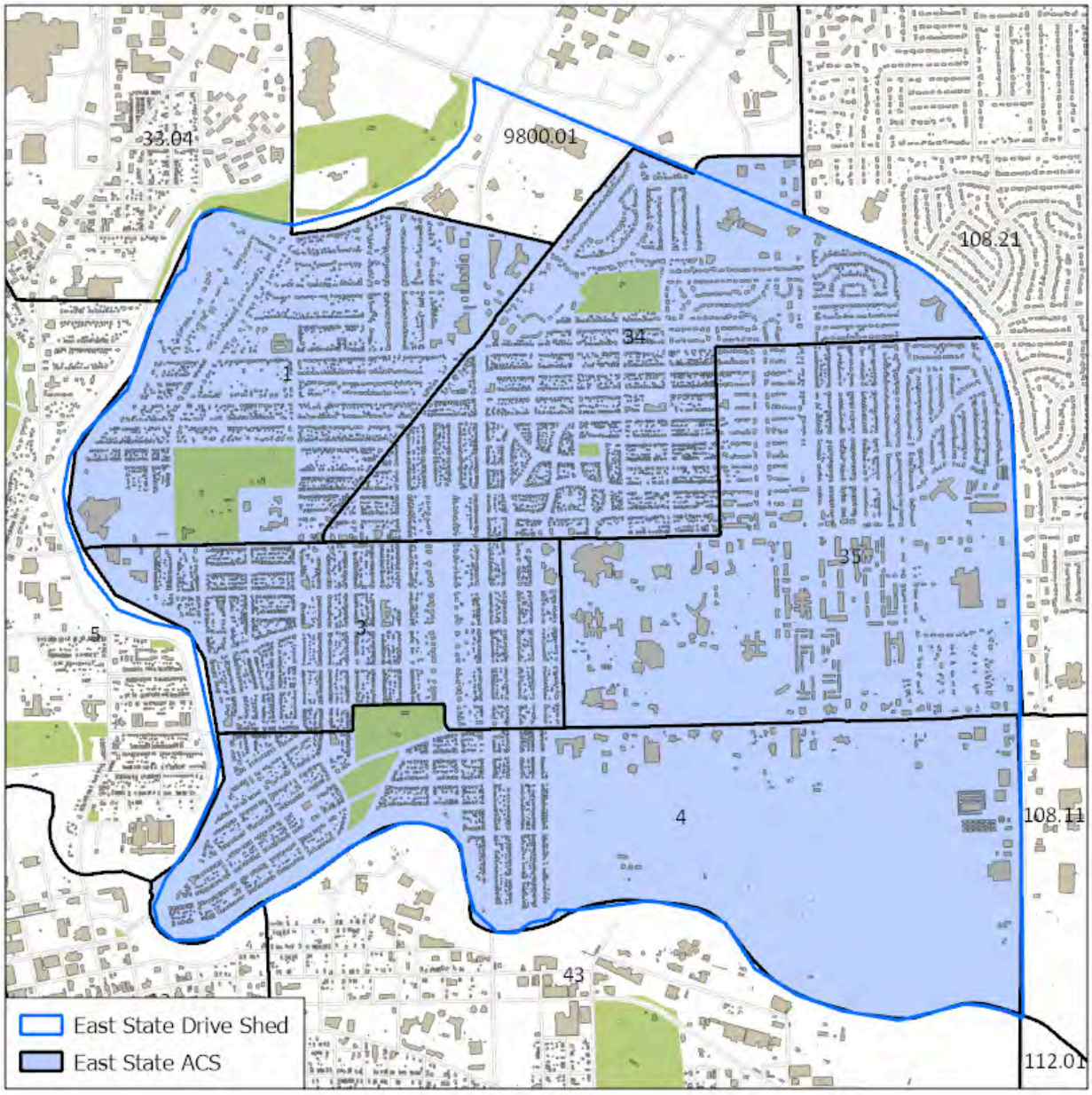
Study Geography Overview

This study analyzes the local retail and land use environment for three geographies:

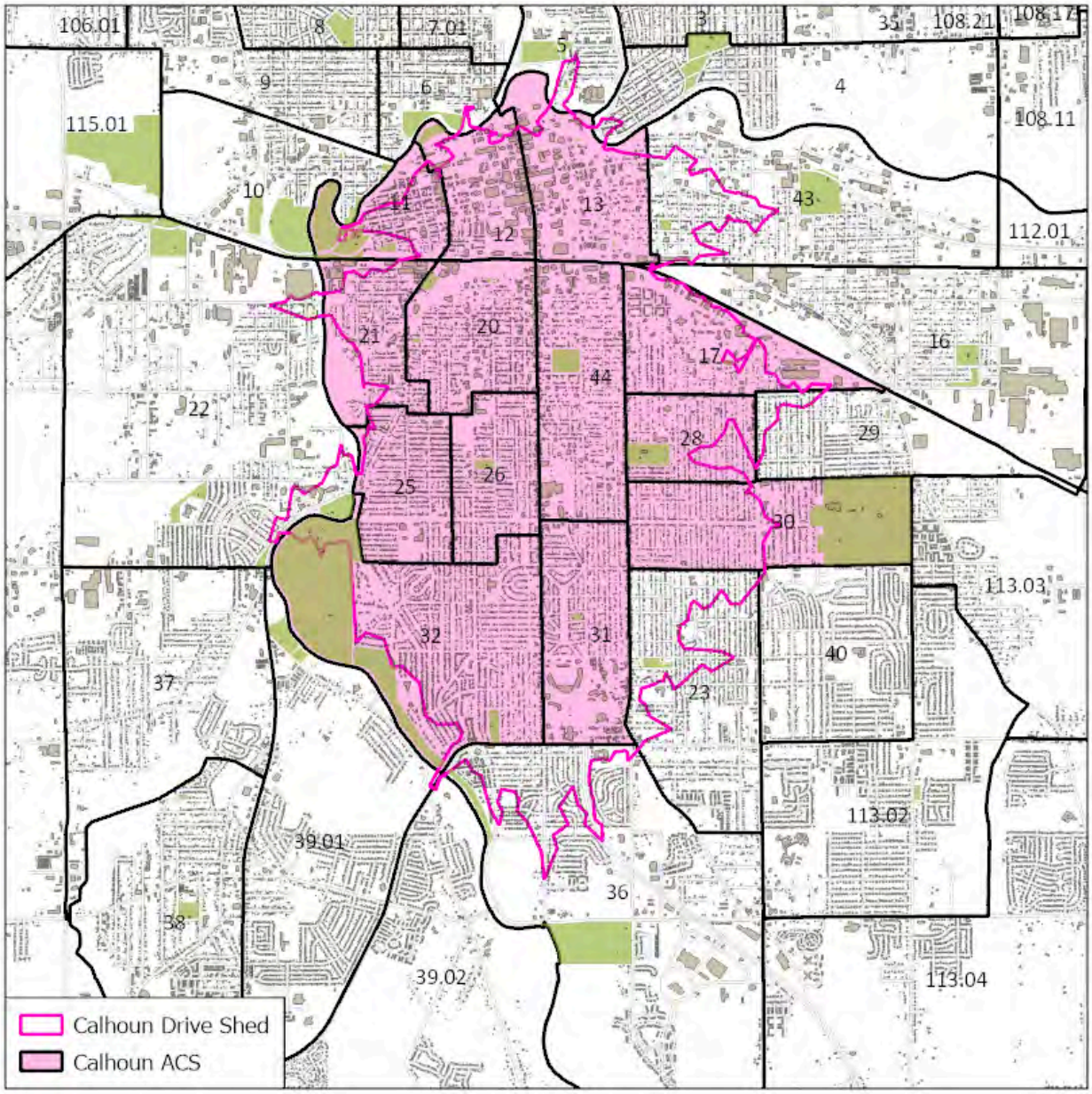
- East State Village: defined by East State Blvd, between St. Joseph River and Florida Drive
- Calhoun: defined by S Calhoun St, from Grand St to Rudisill Blvd
- Waynedale: defined by three streets,
    - (1)Bluffton Rd, between Old Trail Rd and Church St.,
    - (2)Old Trail Rd, between its intersection at Bluffton Rd and Church St, and
    - (3)Lower Huntington Rd, between Kumfer Ave and 2000 Lower Huntington Rd.

Demographics have been analyzed by census tracts that are within the 5-min driveshed of Waynedale and Calhoun, along with a preliminary trade area for East State Village. Those geographies are shown below:

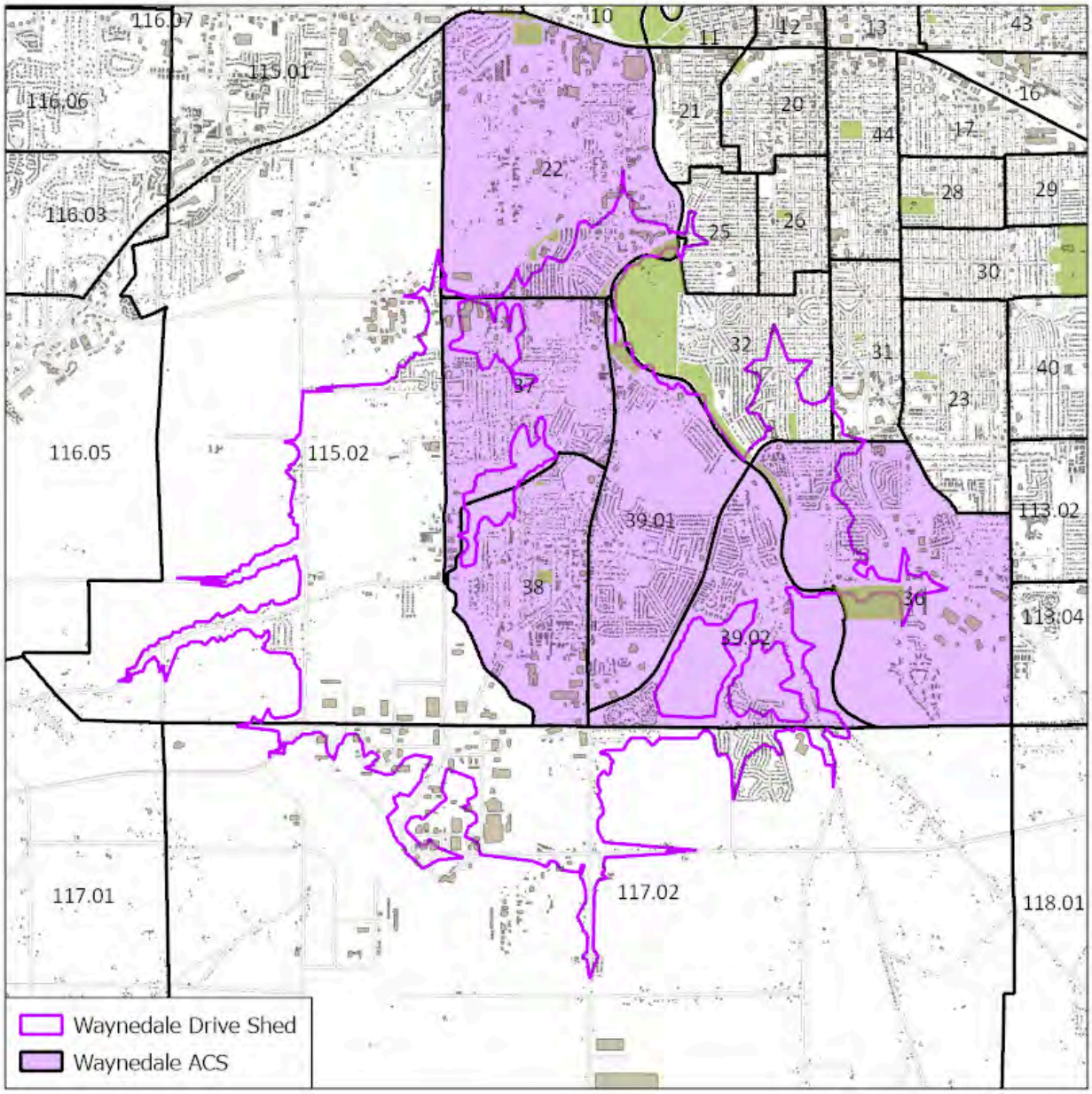
East State Village Study Area:



Calhoun Study Area:



Waynedale Study Area:



Neighborhood Demographics and Transportation

Across study areas within Waynedale, Calhoun, and East State Village, all geographies have experienced population growth over the last decade. While East State Village and Waynedale have experienced growth rates slower than the city average, Calhoun has exceeded the city of Fort Wayne's growth rate. The area within a 5-minute drive of Calhoun has experienced nearly 2,300 additional residents between 2010 and 2024. East State Village has experienced the least amount of growth, with only approximately 300 additional residents since 2010.

Total Population By Year: Waynedale, Calhoun, and East State Village, 2010 - 2024

Year	East State Village	Calhoun	Waynedale	Fort Wayne	Allen County
2010	16.8K	37.7K	14.7K	254.2K	355.3K
2020	16.9K	39.7K	15.2K	263.9K	385.4K
2024	17.1K	40.0K	15.2K	268.3K	398.1K

Source: Esri Business Analyst, 2024

Compound Annual Growth Rates: Waynedale, Calhoun, East State Village, Fort Wayne, and Allen County, 2010 - 2024

Year	East State Village	Calhoun	Waynedale	Fort Wayne	Allen County
2010 - 2020	0.06%	0.52%	0.34%	0.38%	0.82%
2010 - 2024	0.13%	0.42%	0.24%	0.39%	0.82%
2020 - 2024	0.29%	0.19%	0.00%	0.41%	0.81%

Source: Esri Business Analyst, 2024

Across most geographies, vehicle ownership is less prevalent for homeowners than it is for renters. This relationship is most pronounced for the residents who live near East State Village, where only 79% of renters within a 5-minute drive have a vehicle, but 97% of homeowner households own a vehicle. In Waynedale, 95% of households, regardless of homeownership status, own a vehicle. Vehicle ownership is likely to impact how residents travel to places, their transportation needs and expectations, as well as how far potential consumers are willing to travel for their shopping needs.

Vehicle Ownership in Owner-Occupied Housing: Waynedale, Calhoun, and East State Village, 2024

No. Vehicles	East State Village	Calhoun	Waynedale	Fort Wayne	Allen County
No vehicle	3%	5%	5%	3%	3%
1 or more vehicles	97%	95%	95%	97%	97%
1 vehicle	37%	36%	30%	29%	26%
2 vehicles	39%	34%	39%	43%	44%
3 vehicles	13%	16%	16%	17%	19%
4 vehicles	6%	6%	8%	6%	7%
5 or more vehicles	2%	3%	2%	2%	3%

Vehicle Ownership in Renter-Occupied Housing: Waynedale, Calhoun, and East State Village, 2024

No. Vehicles	East State Village	Calhoun	Waynedale	Fort Wayne	Allen County
No vehicle	21%	16%	5%	14%	14%
1 or more vehicles	79%	84%	95%	86%	86%
1 vehicle	48%	50%	59%	53%	53%
2 vehicles	23%	24%	25%	25%	26%
3 vehicles	6%	9%	10%	5%	6%
4 vehicles	2%	1%	0%	1%	1%
5 or more vehicles	0%	0%	0%	0%	0%

Source: Esri Business Analyst, 2024

In traveling to work, the vast majority of workers drive alone. This is the case for at least 70% of all workers across study geographies. If workers are not driving alone, they are likely to carpool. While 7%-9% of workers across East State Village, Waynedale, Fort Wayne, and Allen County are likely to carpool, this number is higher for Calhoun, where nearly 14% of workers carpool to work.

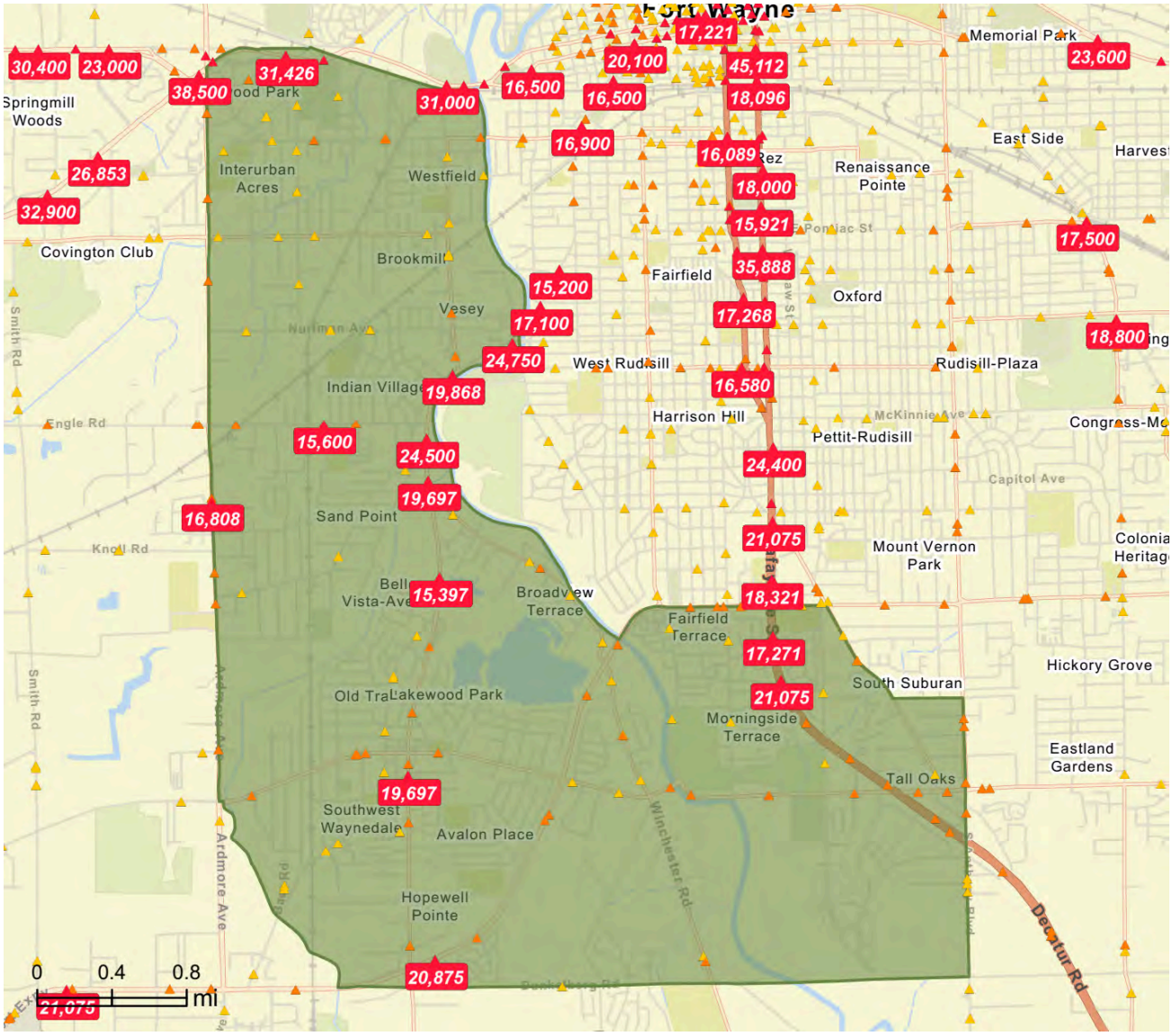
Transportation Modes to Work: Waynedale, Calhoun, and East State Village, 2024

No. Vehicles	East State Village	Calhoun	Waynedale	Fort Wayne	Allen County
Drive Alone	79%	71%	82%	80%	81%
Took Public Transit	2%	2%	1%	1%	1%
Carpooled	7%	14%	8%	9%	9%
Walked	3%	3%	1%	2%	1%
Bike	2%	0%	0%	0%	0%

Source: US Census ACS Commute Profile, 2018 - 2022

Traffic near the intersection of Lower Huntington Rd and Bluffton Rd reached over 19,000 vehicles per day and is consistently no less than 6,000 vehicles per day. This high vehicular traffic represents a peak for the surrounding residential streets, which usually don't see this level of vehicular traffic.

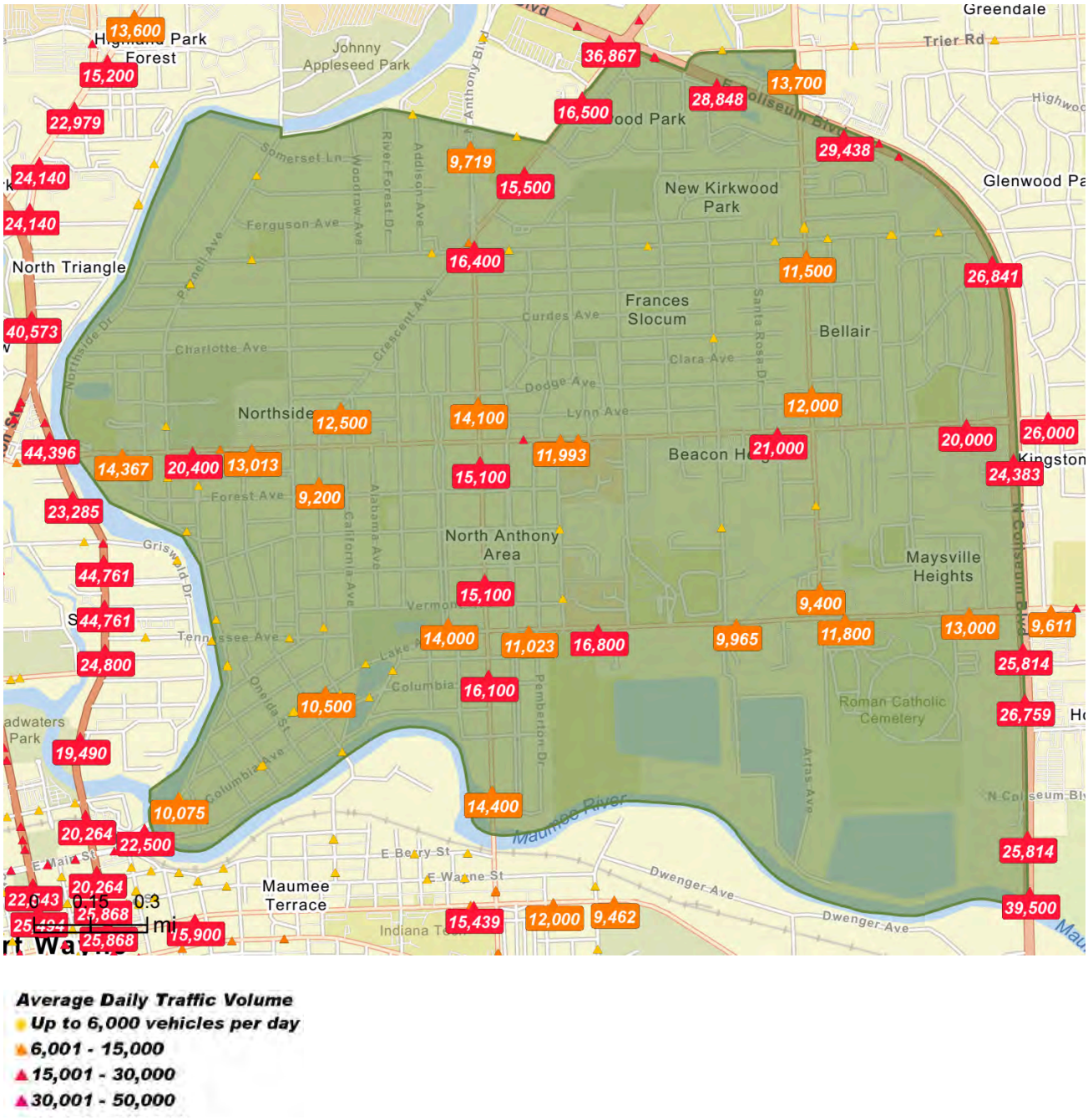
Traffic Activity near Waynedale, 2024



Source: Esri Business Analyst, 2024

Traffic near East State Village varies dramatically, with segments of the east and west sides of the road experiencing over 20,000 vehicles traveling per day, while segments of the road near N Anthony Blvd experience nearly 15,000 vehicles traveling per day.

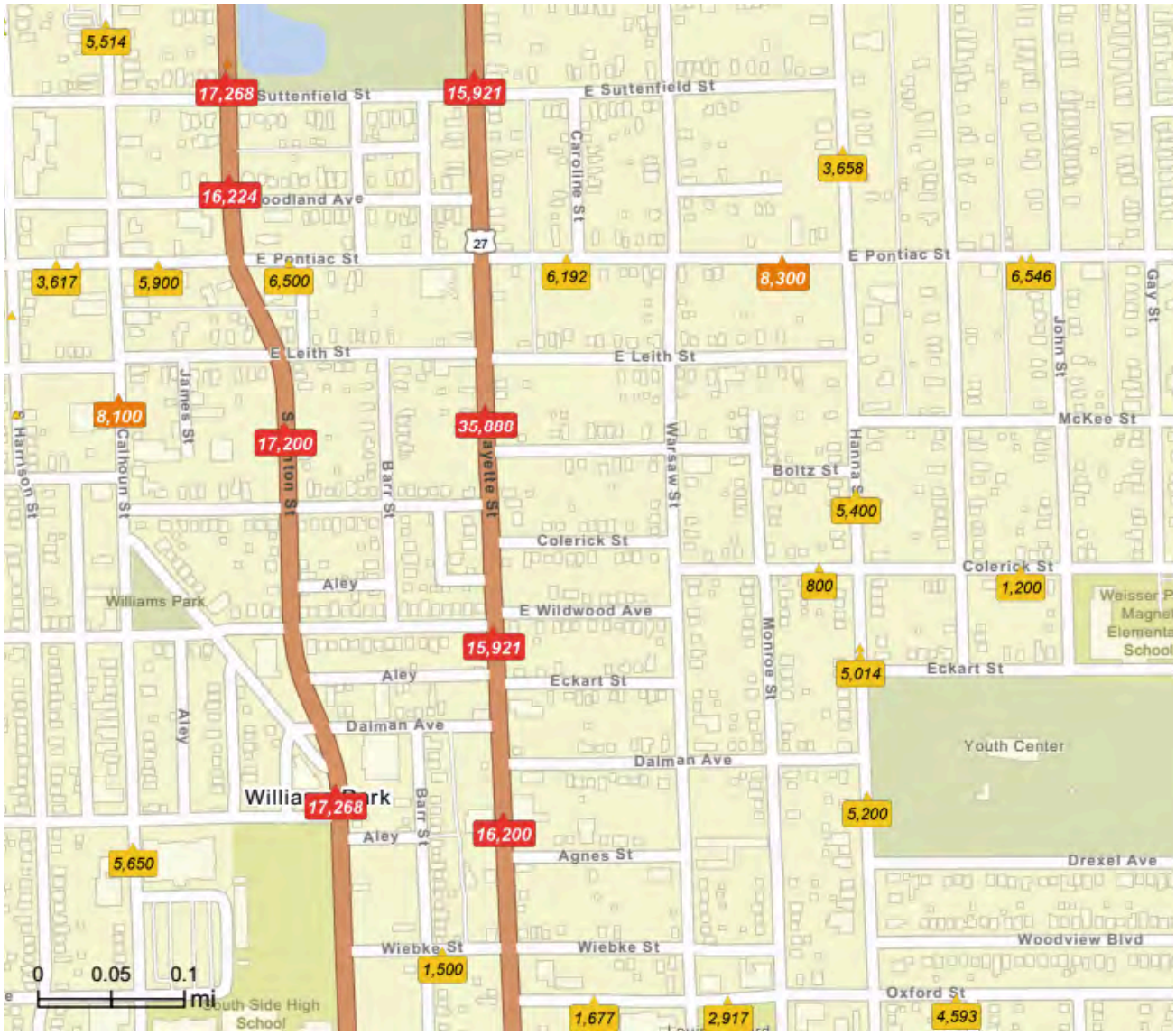
Traffic Activity near East State Village, 2024

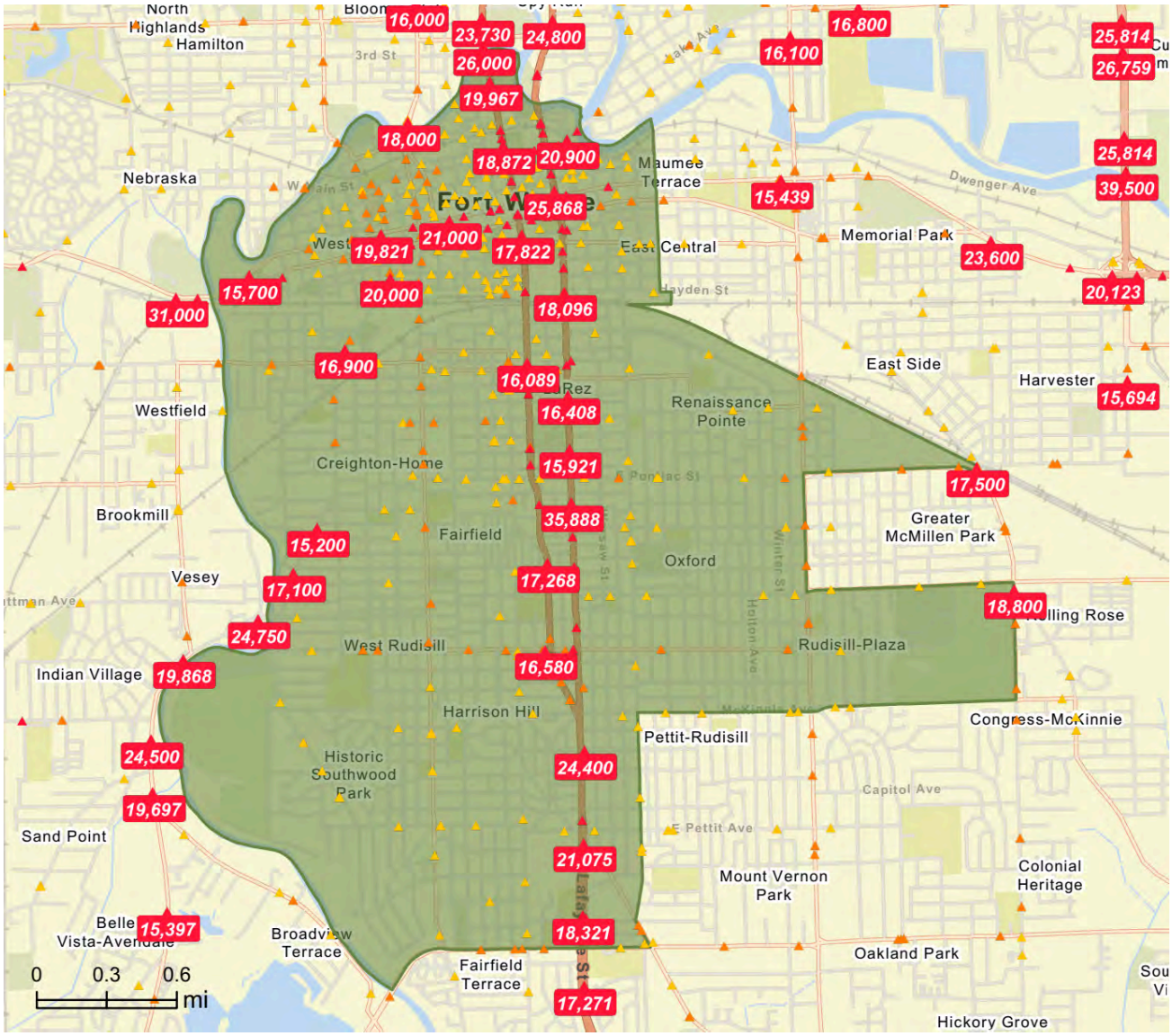


Source: Esri Business Analyst, 2024

Of all three study areas, Calhoun has the lowest vehicular traffic. Traffic along the corridor is consistently between 5,000 to 8,500 vehicles per day. Lafayette and Clinton Streets experience the breadth of the traffic in this segment of the city, as a commuter thoroughfare in and out of the central business district.

Traffic Activity near Calhoun, 2024





Average Daily Traffic Volume

- ***Up to 6,000 vehicles per day***
- ***6,001 - 15,000***
- ***15,001 - 30,000***
- ***30,001 - 50,000***

Source: Esri Business Analyst, 2024

Median Household Income

The median annual household income of residents living near the retail corridors of interest is slightly lower than the city and county averages. While the City of Fort Wayne's median annual household Income is roughly $59,700, the median household income near East State Village is 7% lower, the median household income near Waynedale is 11% lower, and the median annual household income near Calhoun is 21% lower than that of the city, at approximately $47,500.

Of the three corridors, residents near East State Village have the highest share (35%) of households earning a median annual household income that is more than $75,000. Calhoun has the highest share of households (52%) earning a median annual household income under $50,000. Waynedale has the highest share (37%) of households earning a median annual household income between $50,000 and $100,000.

Near Waynedale, there are 24% of households earning between $50,000 and $74,999 and 20% between $35,000 and $49,999. Fewer households in Waynedale earn under $25,000, but the area also has a smaller share of households at the highest income levels—just 2% earn more than $200,000 and 4% fall into the $150,000–$199,999 range. Overall, Waynedale's profile suggests a stable but modest income base.

Calhoun shows a more economically constrained profile compared to the other neighborhoods. Thirteen percent of households earn under $15,000 annually, well above the city and county averages, and another 10–11% fall into the $15,000–$34,999 range. Together, this means that over one-third of Calhoun households live on less than $35,000 per year. While the largest single group (19%) falls into the $50,000–$74,999 range, the corridor also has fewer households in higher income brackets, with just 8% in the $100,000–$149,999 range and only 3% above $200,000. This distribution highlights financial challenges for residents.

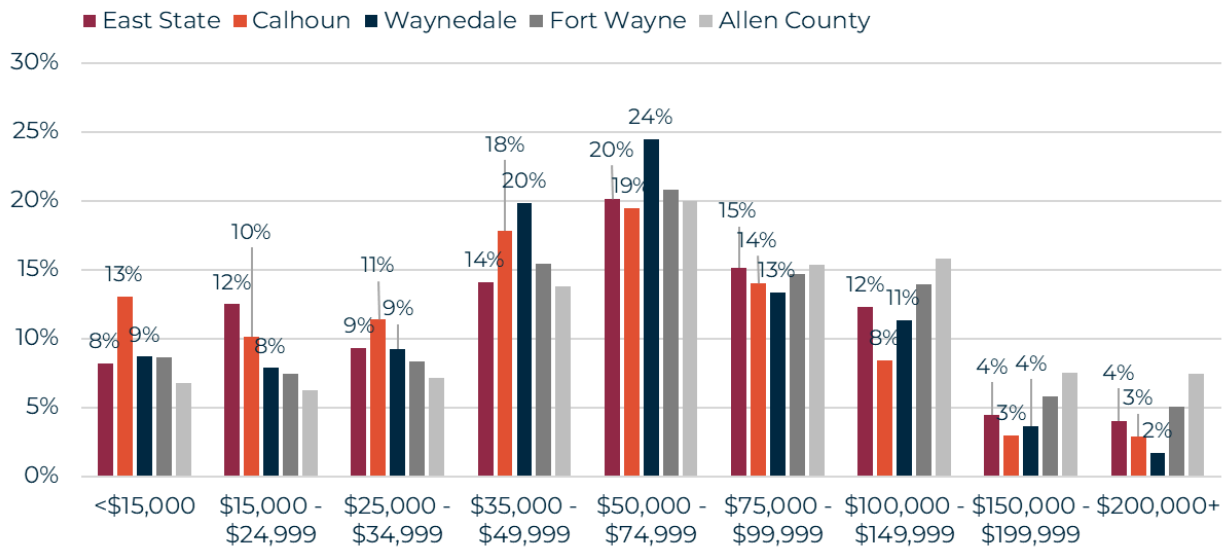
East State Village displays a more balanced and relatively stronger income distribution. Although 8% of households earn less than $15,000, in line with the city average, the area has higher concentrations in middle and upper-tier-earning households. Notably, 15% of households earn between $75,000 and $99,999, and another 12% earn between $100,000 and $149,999. East State also has a greater share of households at the very top end compared to Waynedale or Calhoun, with 4% earning $200,000 or more. This broader income spread suggests that the neighborhood has both modest-income residents and a significant number of higher-earning households.

Median Annual Household Income: Waynedale, Calhoun, East State Village, Fort Wayne, and Allen County, 2024

Med HH Income	East State Village	Calhoun	Waynedale	Fort Wayne	Allen County
2024	$55.4K	$47.4K	$53.0K	$59.7K	$68.4K

Source: Esri Business Analyst, 2024

Percentage Population Change: Waynedale, Calhoun, and East State Village, 2010 - 2024



Source: Esri Business Analyst, 2024

Cumulative retail expenditures for the population within a 5-minute drive of each corridor can be understood across six categories:

- The **Neighborhood Goods & Services (NG&S)** category includes expenditures at establishments such as grocery stores, drugstores, florists, bakeries, dry cleaners, laundromats, hair and nail salons, and other similar uses.
- The **Food & Beverage (F&B)** category includes spending at establishments that serve food and/or alcohol consumed on-premises, sit-down restaurants, cafes, bars, coffee shops, sandwich shops, ice cream shops, "quick-bite" establishments, fast-food restaurants, and other similar uses.
- The **General Merchandise, Apparel, Furnishings, & Other (GAFO)** category includes spending at clothing stores, furniture stores, bookstores, jewelry stores, pet stores, home goods stores, electronics stores, and other similar uses.

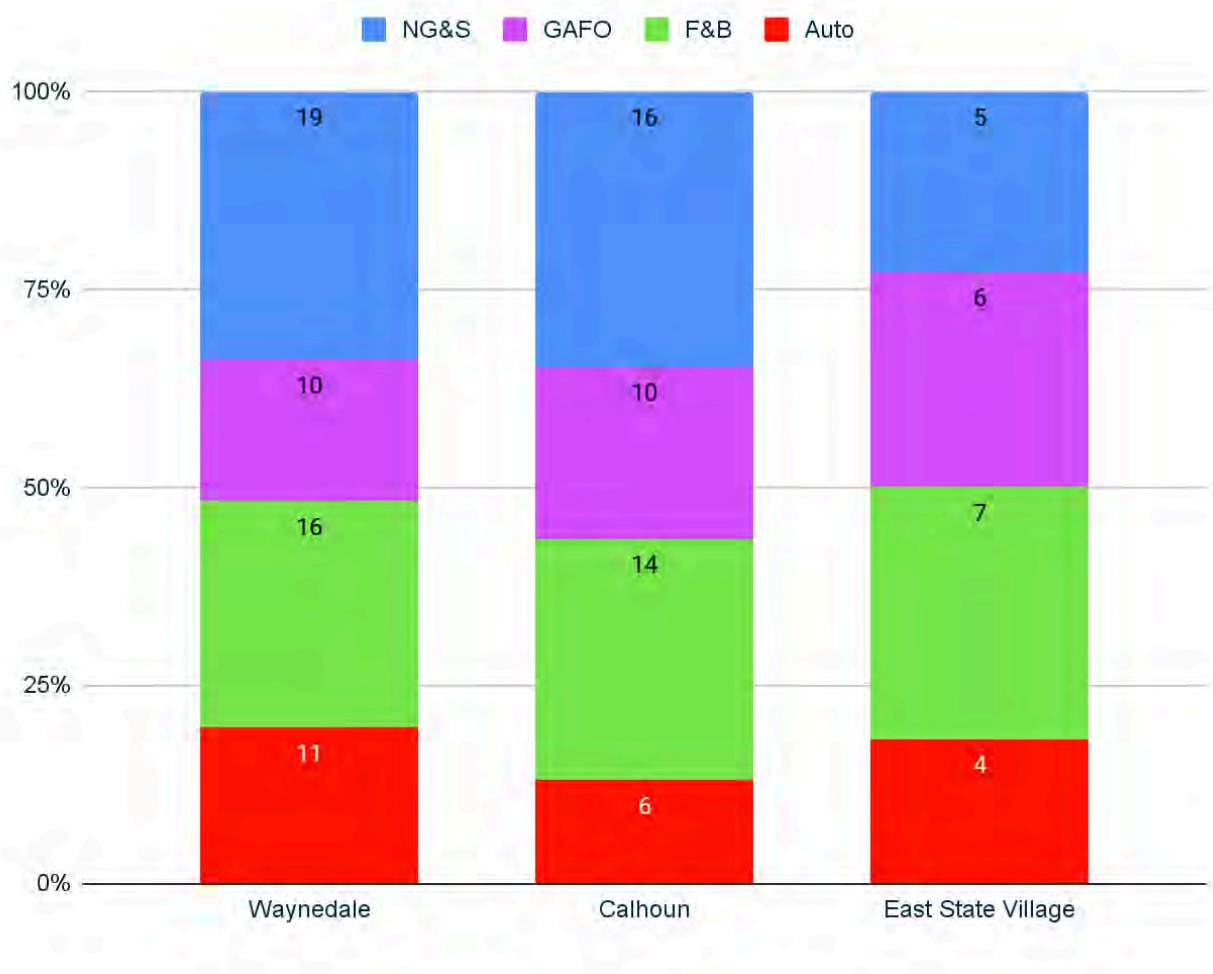
- The **Automotive (Auto)** category includes spending at establishments that are engaged in the sale of all types of automobiles, and provide the goods and services that are needed by automobile owners for maintenance and upkeep. This may include spending at repair shops, gas stations with convenience stores, new and used automobile dealerships, and auto parts and accessories stores.
- The **Tourism** category includes spending at establishments that serve as regional destinations, such as culture and entertainment venues, meeting & convention centers, or hotels and short-term rentals.
- The **Services** category includes expenditures at establishments that provide services such as medical care, legal services, and other types of professional services. These expenditures are distinguished from NG&S because they represent business categories where appointments, subscriptions, and accounts are often required as a prerequisite for visitation. Therefore, consumers are more willing to travel for, rather than convenience services, in the NG&S category.

Land Use & Retail Overview

Retail Inventory

The initial findings for the inventory of retail establishments will focus on those establishments that fall within the 3 study areas of Calhoun, East State Village, and Waynedale.

Share of Retailers by Cluster: Waynedale, Calhoun, East State Village, 2025



Estimated Square Feet of Retailers by Cluster: Waynedale, Calhoun, East State Village, Fort, 2025

	East State Village	Calhoun	Waynedale
Auto	30,200	19,800	48,700
F&B	25,000	96,600	67,100
GAFO	30,500	45,700	44,500
NG&S	67,000	83,100	121,700
Auto	20%	8%	17%
F&B	16%	39%	24%
GAFO	20%	19%	16%
NG&S	44%	34%	43%

Estimated Count of Retailers by Cluster: Waynedale, Calhoun, East State Village, Fort, 2025

	East State Village	Calhoun	Waynedale
Auto	4	6	11
F&B	7	14	16
GAFO	6	10	10
NG&S	5	16	19
Auto	18%	13%	20%
F&B	32%	30%	29%

GAFO	27%	22%	18%
NG&S	23%	35%	34%

Source: City of Fort Wayne (2025)

Calhoun Retail Inventory

This relatively long corridor along S Calhoun Street currently has 46 establishments. NG&S represents the greatest number of establishments in Calhoun, with nearly twice as many establishments as Auto or GAFO. Relatively few establishments in the GAFO and Auto categories exist along the corridor.

Neighborhood goods and service establishments in Calhoun are dominated by barber shops and beauty salons with an ethnic focus, catering to the diverse audience of the neighborhood, including those of the Asian, Hispanic, or African diaspora. There are a few ethnically-focused grocers in smaller footprints along the corridor. These establishments offer a variety of fresh items that may be harder to source in some other stores, such as the larger format pharmacy/grocery store that is also located along the corridor. While approximately 80% of NG&S retailers are smaller establishments, the retail environment is complemented by the presence of larger national chains such as CVS and Family Dollar, as 20% of the retail mix.

At Calhoun, the second-largest group of establishments are F&B retailers. There are a diverse range of Asian and Mexican full-service restaurants, complemented by bakeries and coffee shops. National chains, such as Subway and Baba's Steak and Lemonade, represent a small share of establishments, while smaller, local shops dominate the retail environment.

The most substantial gaps in the retail environment at Calhoun are in GAFO establishments. While there are a range of clothing stores, thrift stores, and home goods stores, there are limited options for the exchange of merchandise related to hobbies and entertainment. This gap is consistent with larger gaps in tourism-related offerings for patrons that visit Calhoun, leaving limited options for visitors to experience recreation, entertainment, and local flair that Calhoun could otherwise provide.

Retail and Establishments at Calhoun:



Source: City of Fort Wayne, Regrid (2025)

East State Village Active Inventory

With 22 retail establishments, this non-contiguous corridor along East State Boulevard and along Crescent Ave is divided by the ⅓ mile wide Northside Park and the residential zone that is across from the park on East State Boulevard.

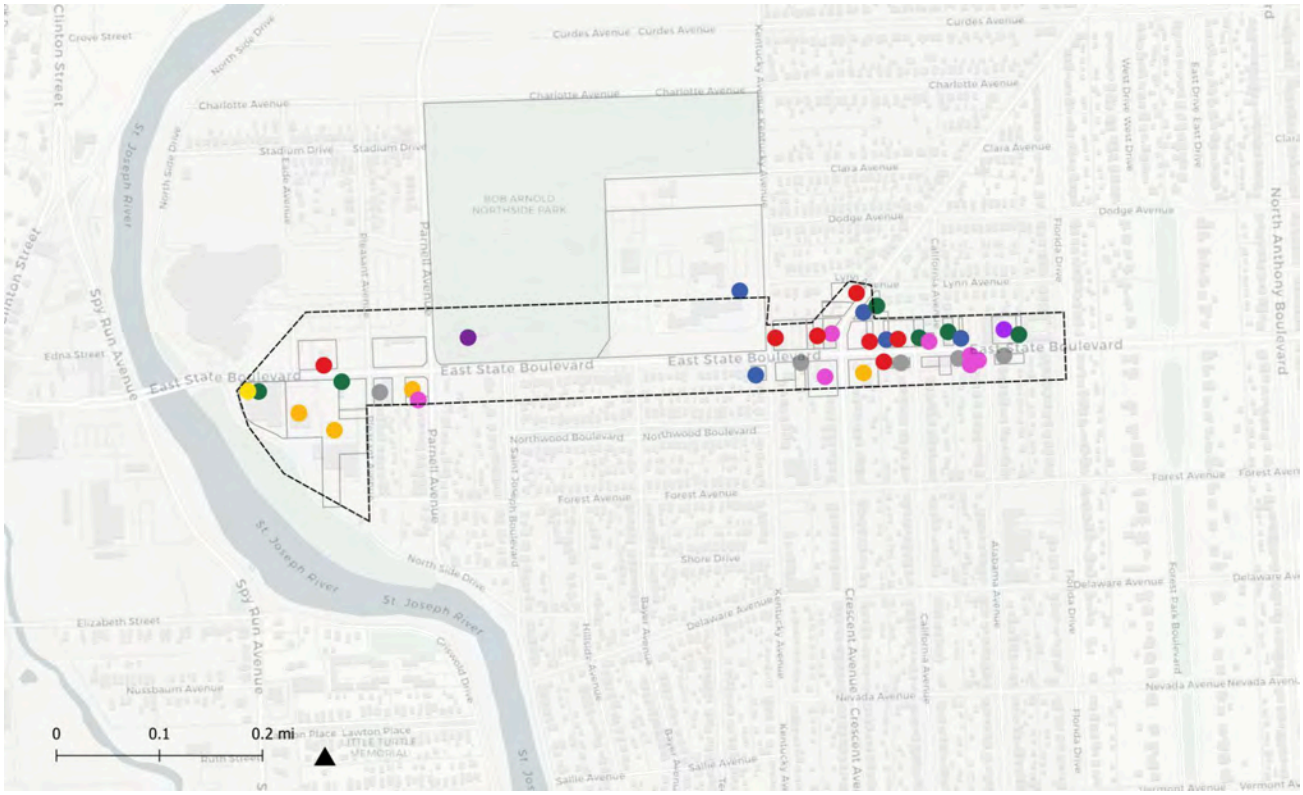
F&B establishments are primarily full-service restaurants and bars, such as Acme by Full Circle and The Village Tap, among others. On the Western side of East State Blvd, the largest restaurant is El Azteca Mexican Restaurant & Tequila Bar.

GAFO represents the second-largest collection of retail establishments. These include thrift stores and stores accommodating hobbies, such as comic books, sewing, and gardening. In comparison to Waynedale and Calhoun, East State Blvd offers the most eclectic and entertaining mix of GAFO establishments.

Most active retail establishments lie east of the park. This small collection of businesses is a balanced mix of establishments representing multiple retail typologies and varying footprints. Retailers with an urban street presence, characterized by zero setbacks and a pedestrian-friendly environment, are between Kentucky Ave and Florida Dr. This environment holds street planters and signs designed for pedestrians and cars passing by.

The largest gaps in retail at East State Blvd are within its collection of NG&S retailers. While there are a couple of beauty salons and an Asian-centric grocer, there are limited options for drug and convenience stores, personal goods stores, and food and beverage at-home stores.

Retail and Establishments at East State Village:



Source: City of Fort Wayne, Regrid (2025)

Waynedale Active Inventory

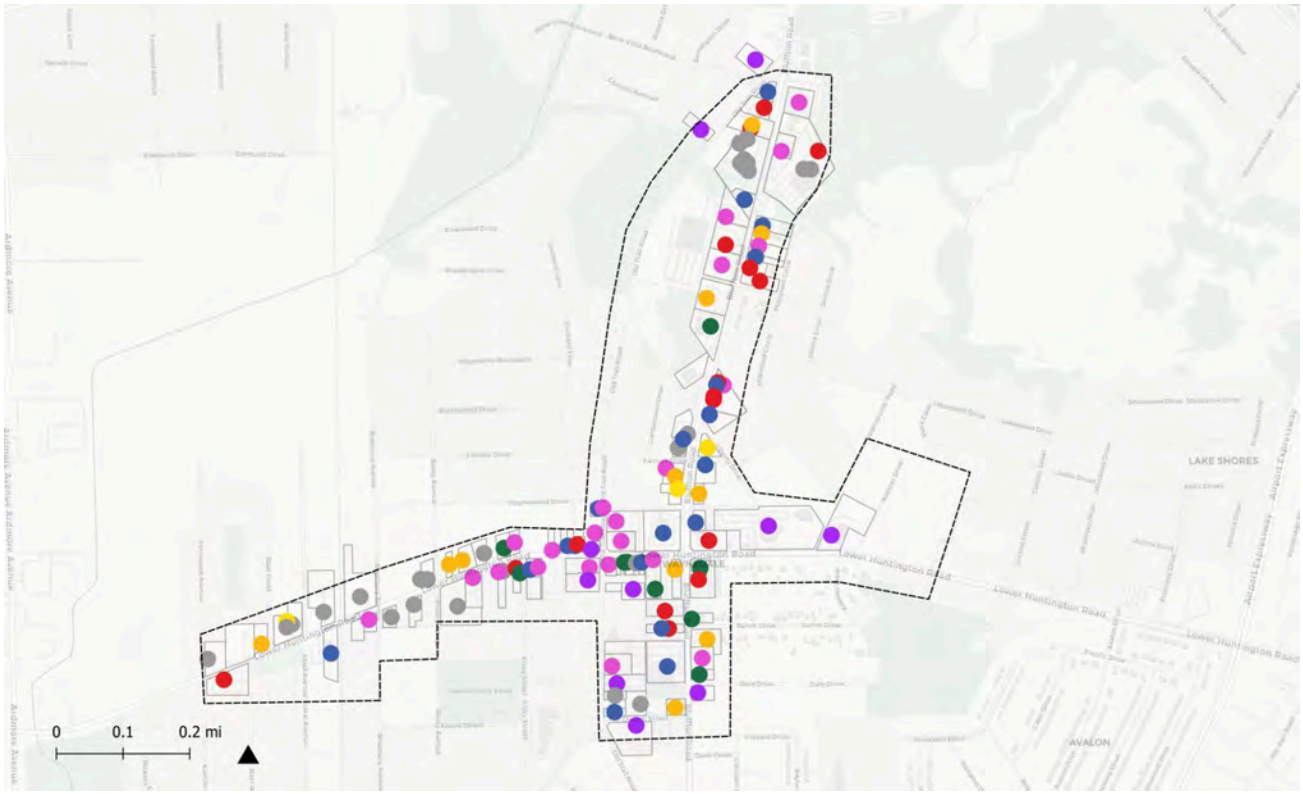
Waynedale has a higher active retail capacity than the other two areas studied with 56 active establishments. In a similar fashion to Southeast Calhoun, Waynedale has more NG&S businesses than any other category. This speaks to the ability of the corridor to consistently draw customers for daily needs. One of the greatest distinctions of Waynedale from Calhoun and East State Blvd is its heavy presence of national retailers, such as Family Dollar, Dollar General, Verizon, Arby's, Boost Mobile, and Walgreens, among others. This leaves a much more limited opportunity for small retailers to offer the same goods & services. Smaller retailers such as Hill's Meat Market and Waynedale Cafe are legacy establishments that have established long-standing trust with local residents.

The NG&S retail in Waynedale is primarily personal care stores, with barber and beauty shops comprising half of all NG&S establishments in this node. The other half of NG&S establishments include food and beverage at-home retailers such as grocers and liquor stores. An anchor for this node is its large grocery store, a retail type that is absent from Calhoun and East State Blvd.

Dollar General, Family Dollar, Boost Mobile, and Verizon are this node's primary national retailers, while smaller merchandise catering to hobbies and entertainment are not present. Leve's Pawn Shop, Voors Jewelry, and Ye Olde Sweeper Shop are other primary local GAFO retailers.

Key retail gaps for Waynedale are in its mix of F&B establishments. These include places for people to dine and drink alcoholic beverages. While there are several fast-casual restaurants, such as Lola's Cafe, Arby's, McDonald's, Pizza Hut, and Subway, among others, there are limited local full-service restaurants. Rich's Cafe, Waynedale Cafe, and China Palace Restaurant are the most notable full-service restaurants at the node. In the case of drinking establishments, Hook & Ladder represents the neighborhood's only nighttime entertainment.

Retail and Establishments at Waynedale:



Source: City of Fort Wayne, Regrid (2025)

Occupied Parcels

Retail Uses

- Auto
- Civic
- F&B
- GAFO
- Government
- NG&S
- Service
- Tourism
- Other

Vacancy

The vacancy assessment in this study is the result of conversations between the city of Fort Wayne, AndAccess, and a review of vacant land and vacant retail-appropriate spaces.

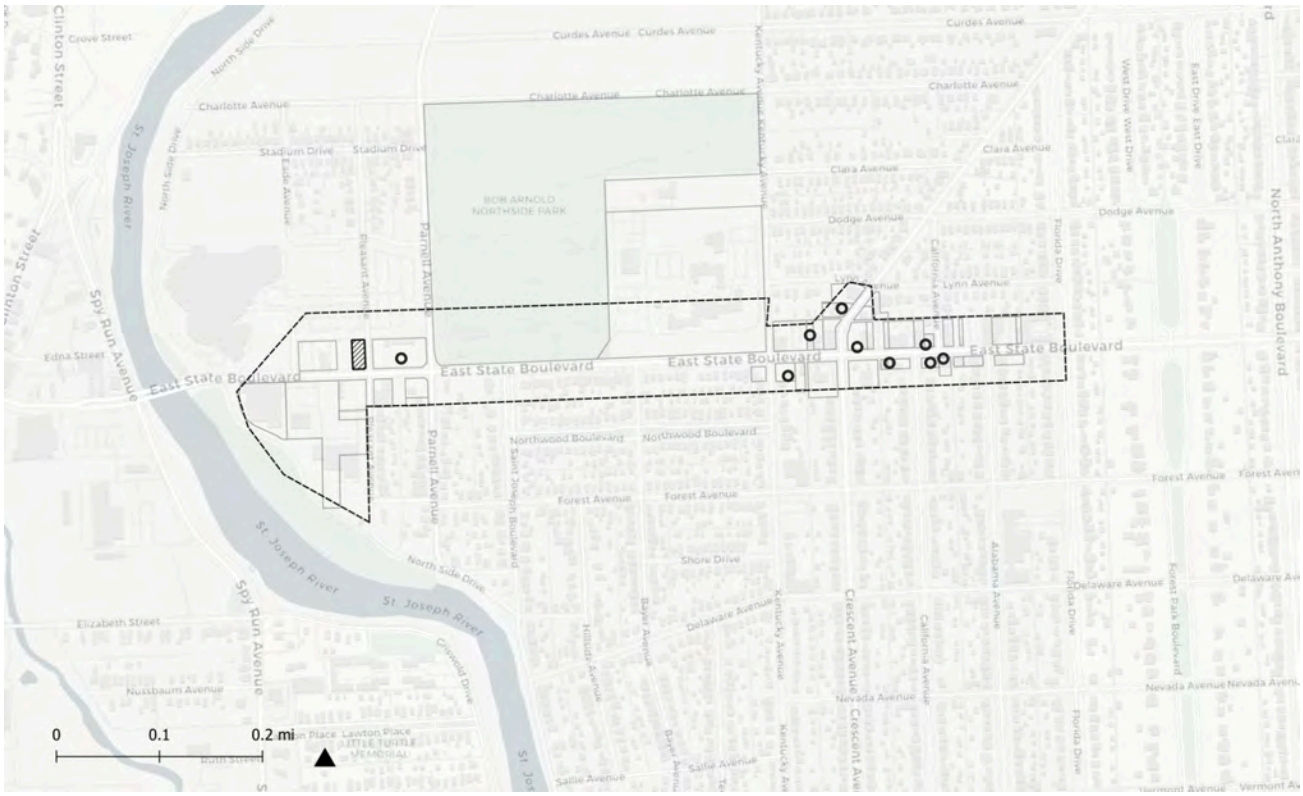
Across the three areas studied, there were 21 vacant, retail-appropriate land parcels, and 49 vacant retail-appropriate commercial buildings, representing 5.27 acres of developable land and 144,700 square feet of vacant commercial buildings.

	East State Village	Calhoun	Waynedale
Count of Spaces	9 spaces	25 spaces	15 spaces
Square Feet of Space	18.4 K	81.4 K	44.9 K
Count of Vacant Parcels	1 parcels	7 parcels	20 parcels
Cumulative Acreage of Vacant Parcels	0.2 acres	0.8 acres	5.1 acres
Percentage of Vacant Retail-Appropriate Parcels	2%	7%	19%

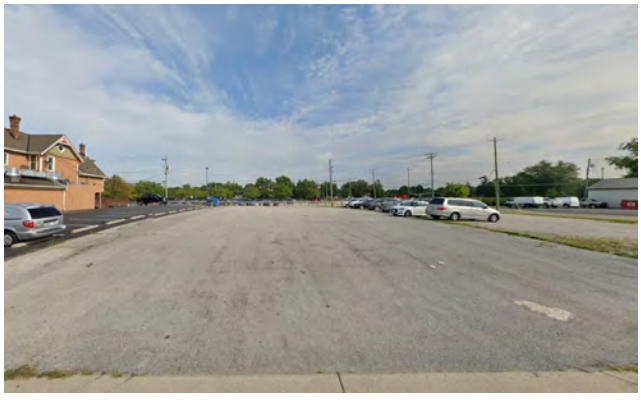
East State Village Vacancies

East State Village, which is smaller in terms of parcels than the other two study areas, also has a lower number of vacant spaces and parcels, with only nine vacant spaces and one vacant parcel. These spaces are also in close proximity to multiple active parcels, centered around the intersection of Crescent Ave and East State Blvd. This colocation, among other factors, greatly affects the ability and effectiveness for redevelopment and reactivation. The nine vacant spaces comprise only about 18K square feet, while one vacant parcel amounts to 0.2 acres.

Vacancy at East State Village, 2025:



Vacant Land at 545 E State Blvd (Google Maps, 2025):



Vacant Building at 1310 E State Blvd (Google Maps, 2025):



Calhoun Vacancies

Calhoun has the highest number of vacant, retail-appropriate spaces, amounting to twenty-five spaces (which comprise a total of 81.4K square feet). There are an estimated 7 retail-appropriate parcels at Calhoun, comprising of almost one acre. Many of these vacancies are directly adjacent to active parcels and could represent good candidates for redevelopment and reactivation. Vacancy is not concentrated around particular intersections, but rather dispersed throughout the corridor.

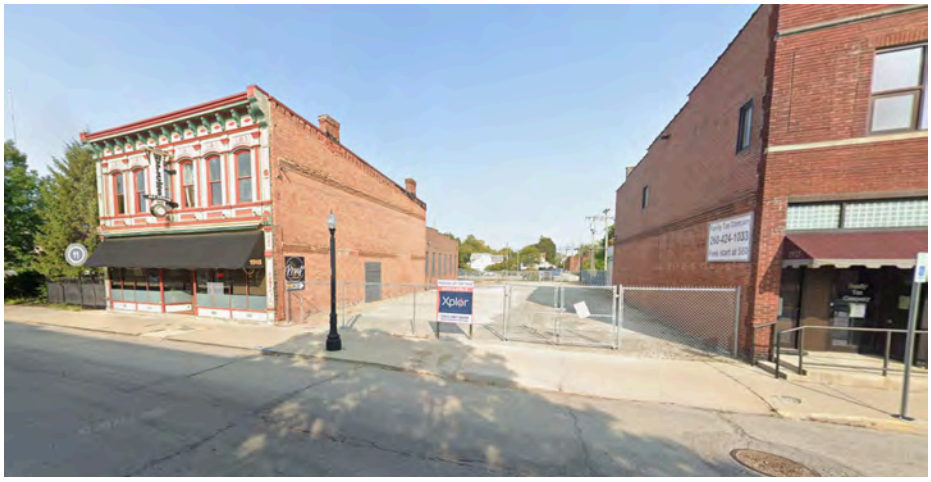
Vacancy at Calhoun, 2025:



Vacant Building at 2101 S Calhoun St (Google Maps, 2025):



Vacant Building and Land at 1225 S Calhoun St (Google Maps, 2025):



Waynedale Vacancies

Waynedale covers a larger geography than Calhoun and East State Village and holds the highest number of vacancies. Twenty vacant parcels at Waynedale amount to over 5 acres of land, while fifteen vacant retail-appropriate spaces at Waynedale amount to nearly 45K square feet. The highest concentration of retail vacancies is centered around Old Trail Rd and Lower Huntington Rd., while vacant parcels are dispersed across the study area.

Vacancy at Waynedale, 2025:



Vacant Land at 2716 Lower Huntington Rd (Google Maps, 2025):



Vacant Building at 6616 Bluffton Rd (Google Maps, 2025):



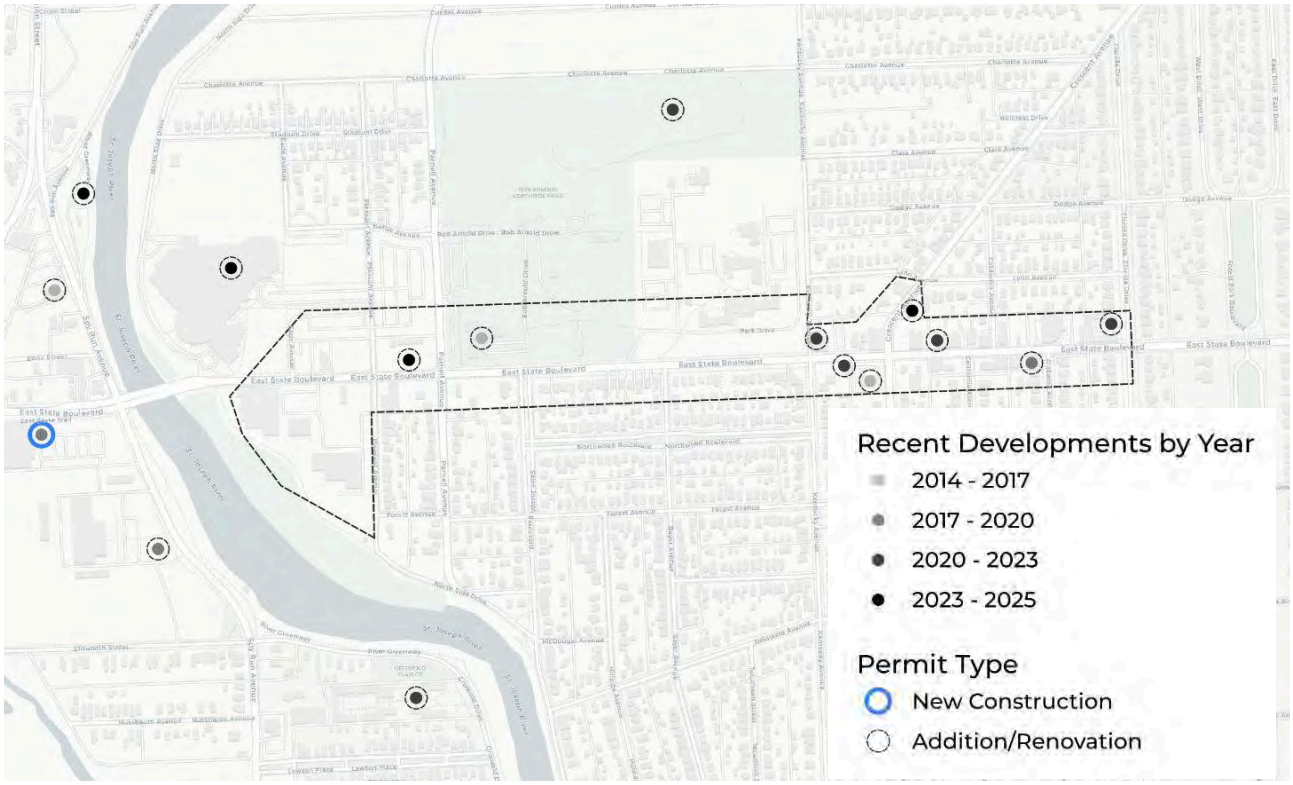
Historical Development

See full list of building permits within the study area here: https://docs.google.com/spreadsheets/d/15WrOmG6rG53x_OWuKLeYPyKIv7bojhQ5?rtpof=true&usp=drive_fs

East State Village

At East State Village, recent investment in the past decade has been rather limited with no new building permits. However, the intersection of Crescent Ave and State Blvd has been the most active with additions and renovations. Since 2014, there have been nine permits. These additions include awnings, porch extensions, and parking lots, among other improvements. While these new permits don't contribute to infill development along the corridor, collectively, they help contribute to a more productive experience for retailers and consumers.

Recent developments by Year and Type: Building permits, 2014 - 2025

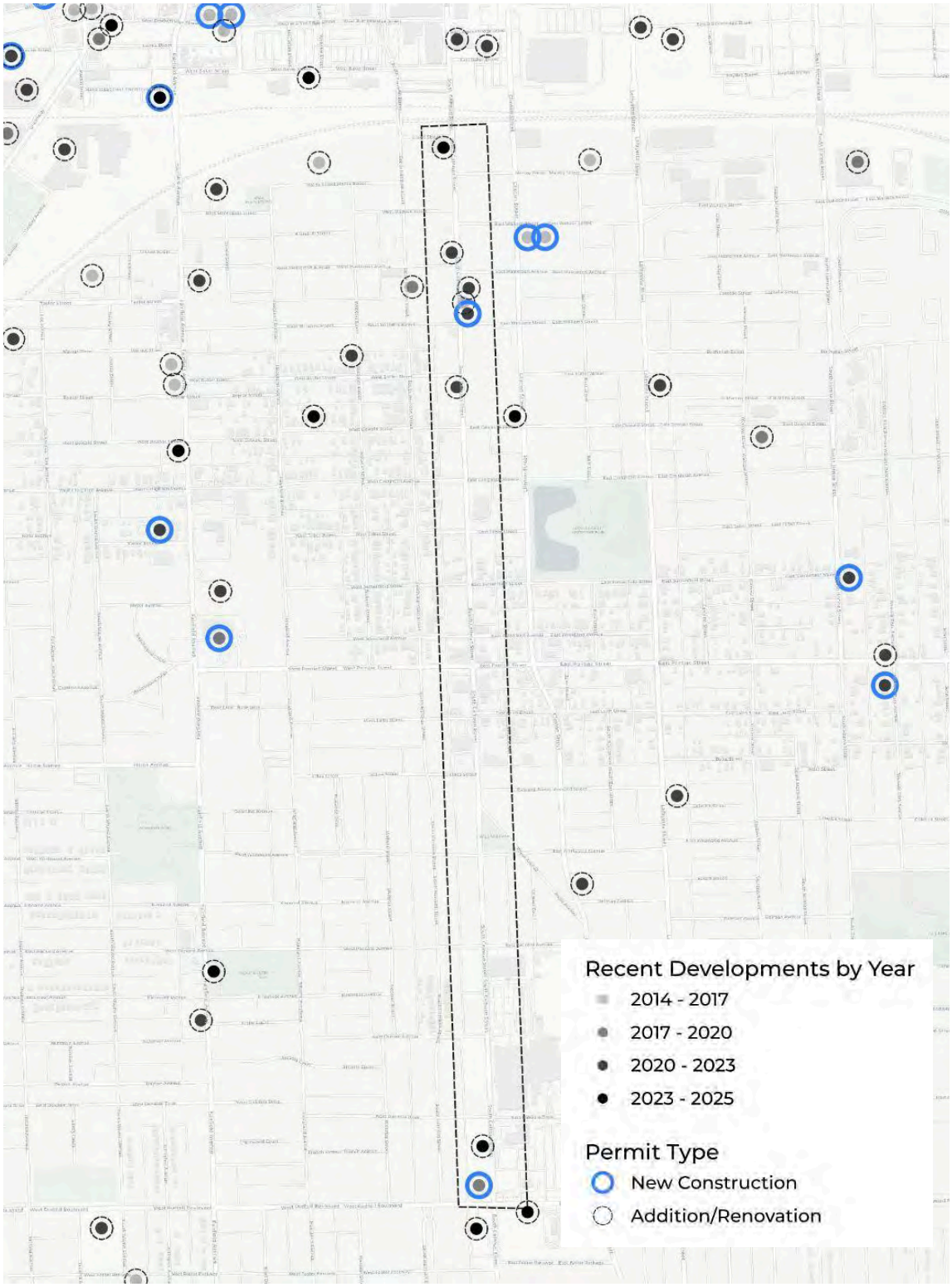


Source: City of Fort Wayne (2025)

Calhoun

Since 2014, there have been 8 building permits along the South Calhoun Corridor. of the eight investments, two have been for new construction, including a new parking garage to the north of the district and a new fast food restaurant to the south. Generally, these new permits in the last decade near Calhoun have clustered in the northern and southern parts of the corridor, while there has been limited development in the center.

Recent developments by Year and Type: Building permits, 2014 - 2025

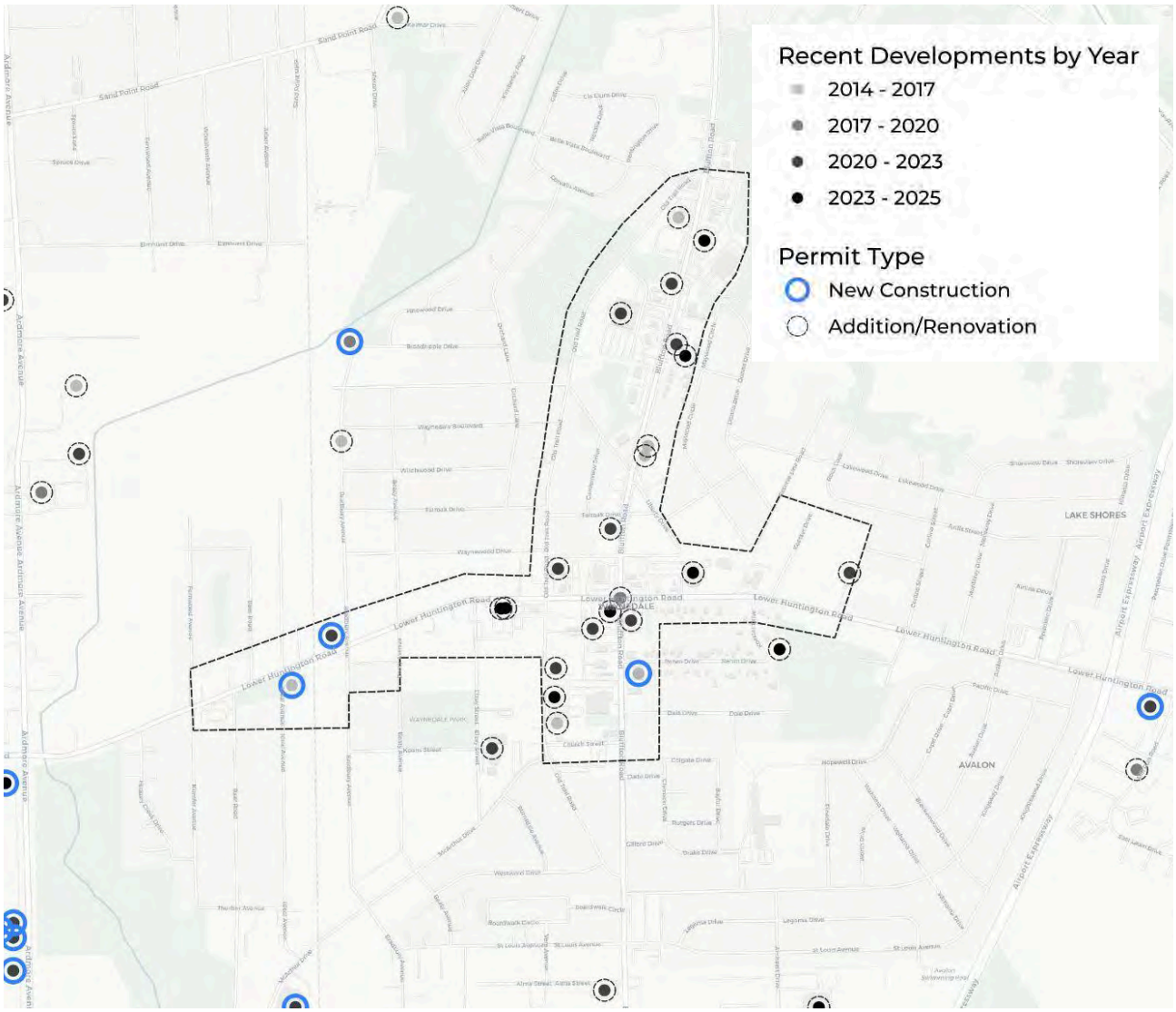


Source: City of Fort Wayne (2025)

Waynedale

Of all three corridors, Waynedale has experienced the most amount of investment in the built environment. Since 2014, there have been twenty-five building permits at the Waynedale corridor. Three of these new developments have been new construction, including a new storage facility and a grocer to the west of the district, and a new auto parts store to the south. While new construction has occurred mostly at the edges of the district, additions and renovations have been clustered along the intersection of Lower Huntington Rd and Bluffton Rd.

Recent developments by Year and Type: Building permits, 2014 - 2025



Source: City of Fort Wayne (2025)

Zoning & Future Land Use

Waynedale, Calhoun, and East State Village are undergoing transitions in their respective zoning laws. In each of the corridors, zoning is being changed to allow for more mixed-use, walkable development. This includes the introduction of the Urban Corridor (UC) zone in all three areas, and the introduction of new multi-family residential in Waynedale. These changes represent a considerable shift from the current zoning for each area.

Proposed East State Village Zoning Changes, 2025

- The proposed zoning details changes to the west end of the corridor near North Side High School from General Commercial C3 to a mix of C3, C2 and Industrial I1.
- A ¼ mile stretch of E. State Blvd is proposed to change from C3 General Commercial and C2 Limited Commercial to Urban Corridor (UC) with one remnant parcel of C3.

Zones in proposal:

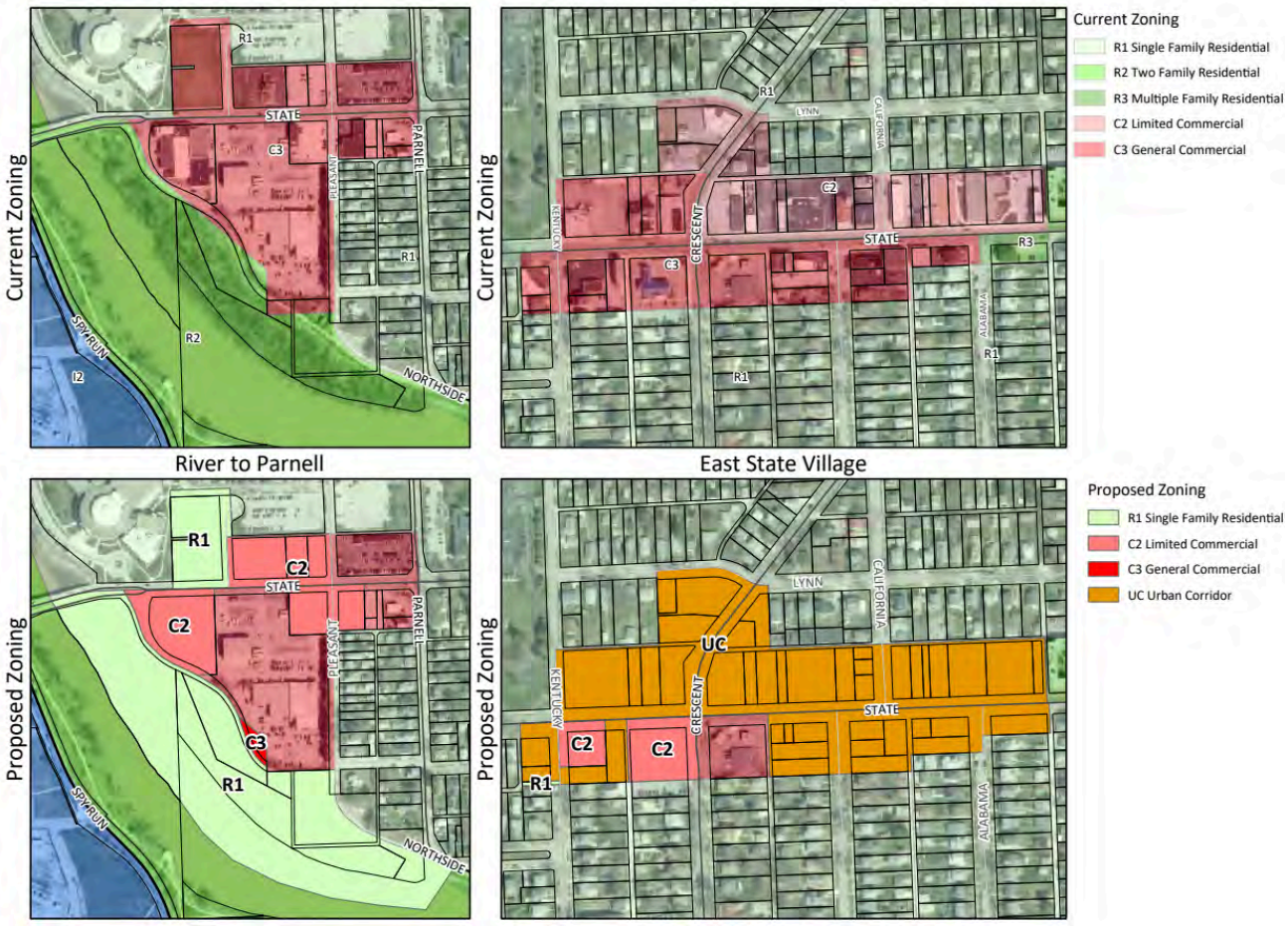
- C2 - Limited Commercial:[1]
    - Height: 75ft
    - Front Setback: 25 ft setback required, but may meet adjacent building setback
    - Outdoor display permitted
    - Most types of retail, including grocery, hardware, restaurants, and drive-through restaurants, are permitted. Auto sales must be indoors.
    - Residential dwelling units permitted if attached to or above nonresidential use; single-family dwellings not permitted
    - Multifamily or townhome residential complex permitted, subject to setback
- C3 - General Commercial[2]
    - Height: 75ft
    - Front Setback: 35 ft setback required, but may meet adjacent building setback
    - Outdoor display permitted
    - Most types of retail permitted, including outdoor automobile sales and uses allowed in C1 and C2 zones (see above).
    - Residential dwelling units permitted if attached to or above nonresidential use; single-family dwellings not permitted
    - Multifamily or townhome residential complex permitted, subject to setback
- UC - Urban Corridor[3]

[1] Fort Wayne Zoning Ordinance. pg 80 (PDF)
[2] Fort Wayne Zoning Ordinance, pg 104 (PDF)
[3] Fort Wayne Zoning Ordinance, pg 138 (PDF)

    - Height: 80 ft maximum; 20 ft/2 stories minimum
    - Front Setback: No minimum; 10 ft maximum
    - The goal is for new uses to conform to the historic urban fabric
    - Most types of retail are permitted, but drive-throughs and gas stations are not permitted. Auto sales must be indoors.
    - Residential dwelling units permitted; single-family attached and detached permitted
    - Multifamily or townhome residential complex permitted, subject to separation requirements.
- R1 - Single Family Residential[4]
    - Height: 40 ft
    - Front Setback: minimal, but consistent with other setbacks of adjacent residential parcels
    - Single-family homes, group residential facilities, and accessory are permitted.
    - Some special uses are permitted, contingent to approval by the Board of Zoning Appeals, including private clubs, educational uses, home businesses, live-work units, museums, personal service uses, fitness clubs, among others.

[4] Fort Wayne Zoning Ordinance, pg 152 (PDF)

Proposed East State Village Zoning Changes, 2025



Proposed Calhoun Zoning Changes, 2025

- Latest zoning proposals suggest rezoning almost all of Calhoun St along the corridor to Mixed Use Urban Corridor (UC)
- Plans propose that the surrounding neighborhoods should all be traditional neighborhoods or mixed residential neighborhoods.

Zones in proposal:

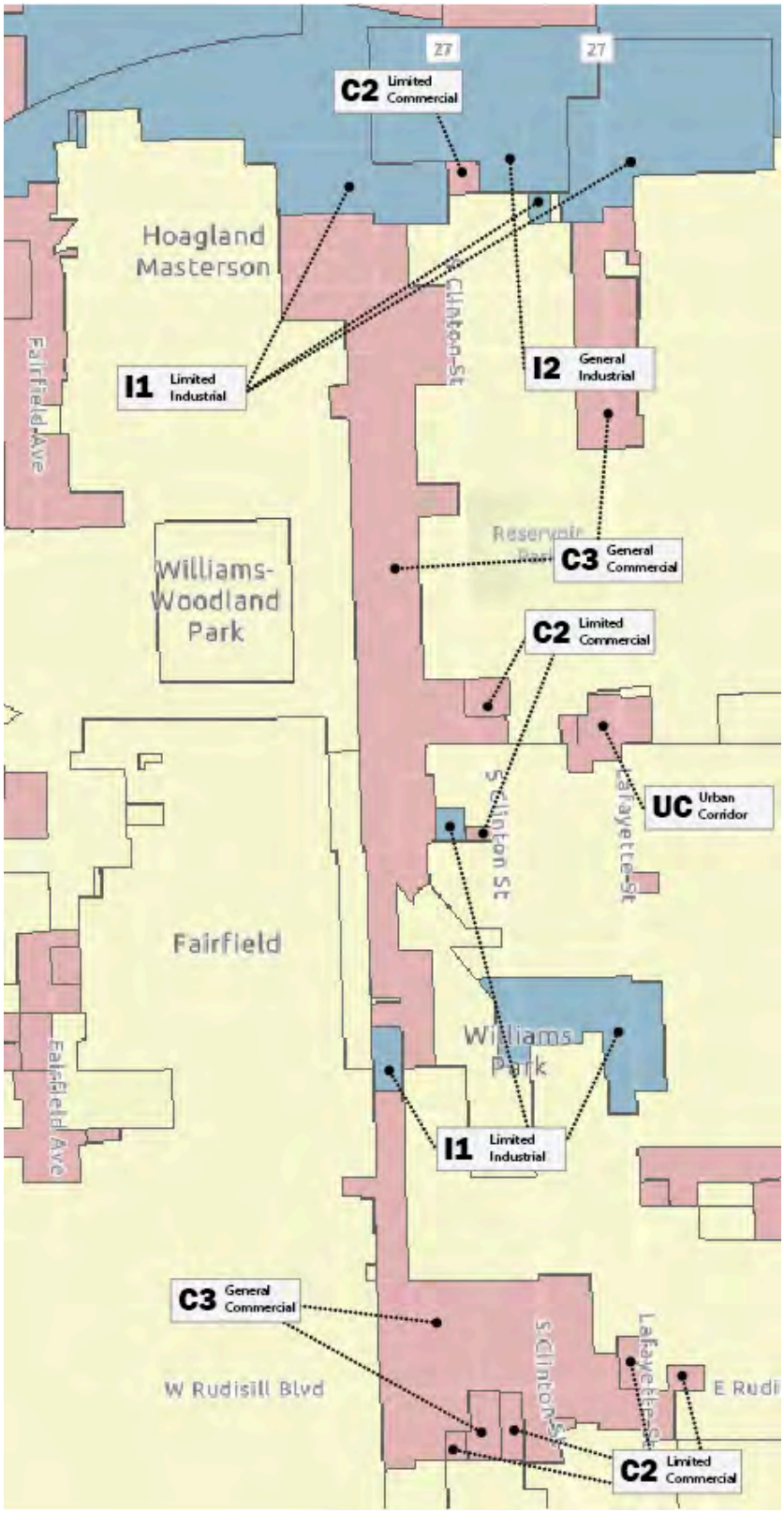
Note: The Future Land Use Map (FLUM) does not provide specific zones, but rather generalized categories. However, based on email correspondence, we believe that the most prominent FLUM category on this map, Mixed Urban Commercial Corridor, will likely be Urban Corridor (UC).

- Mixed Urban Commercial Corridor (FLUM).
  - UC - Urban Corridor[5]
    - Height: 80 ft maximum; 20 ft/2 stories minimum
    - Front Setback: No minimum; 10 ft maximum

[5] Fort Wayne Zoning Ordinance, pg 138 (PDF)

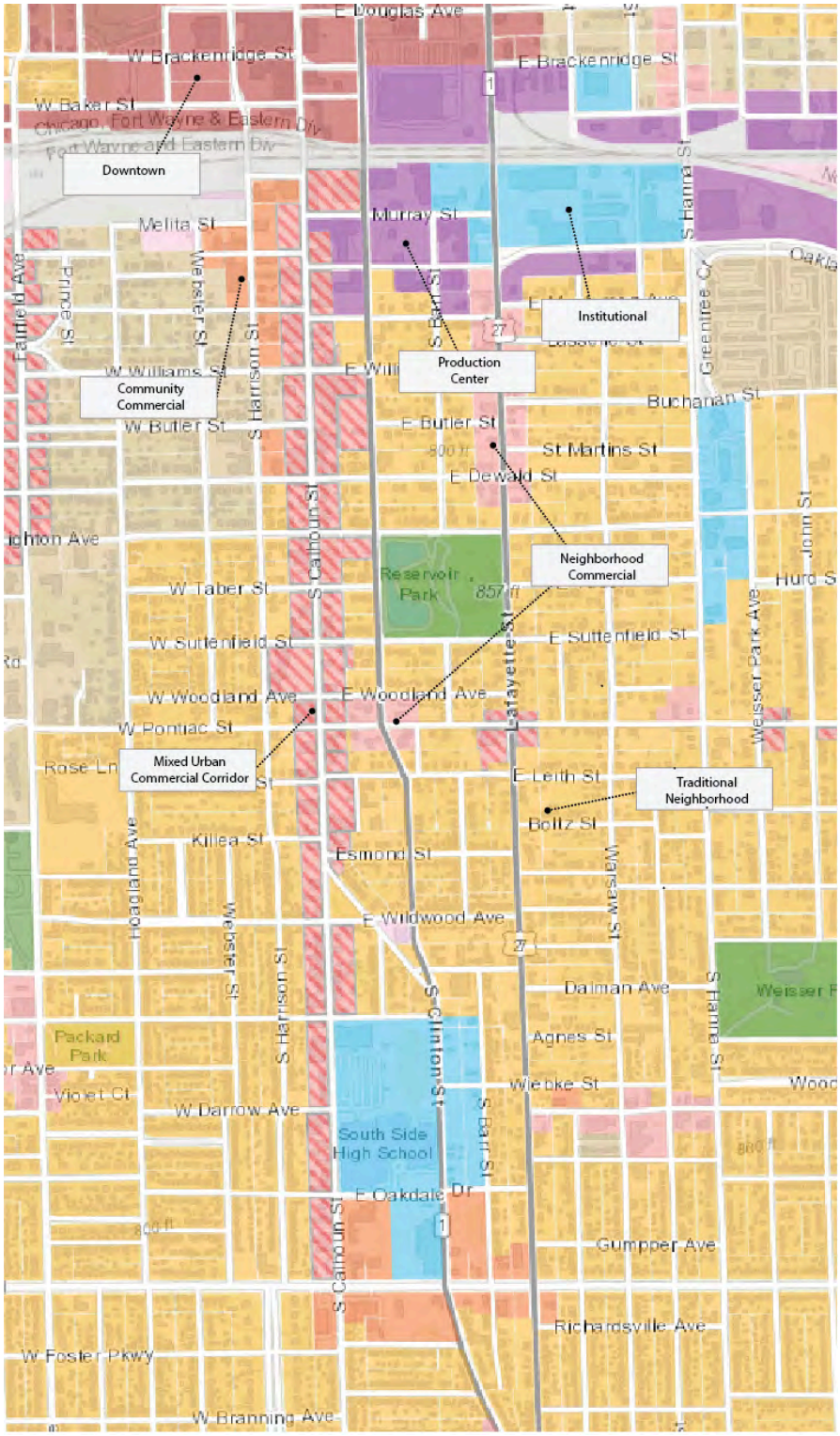
        - The goal is for new uses to conform to the historic urban fabric
        - Most types of retail are permitted, but drive-throughs and gas stations are not permitted. Auto sales must be indoors.
        - Residential dwelling units permitted; single-family attached and detached permitted
        - Multifamily or townhome residential complex permitted, subject to separation requirements.
- Mixed Use residential (FLUM)
    - Unsure what this will be
- Traditional Residential (FLUM)
    - Could be one of the R zones
- Community Commercial (FLUM)
    - Could be one of the C zones

Existing Calhoun Zoning, 2025



Source: [City of Fort Wayne City Interactive Map]

Proposed Calhoun Zoning Changes, 2025

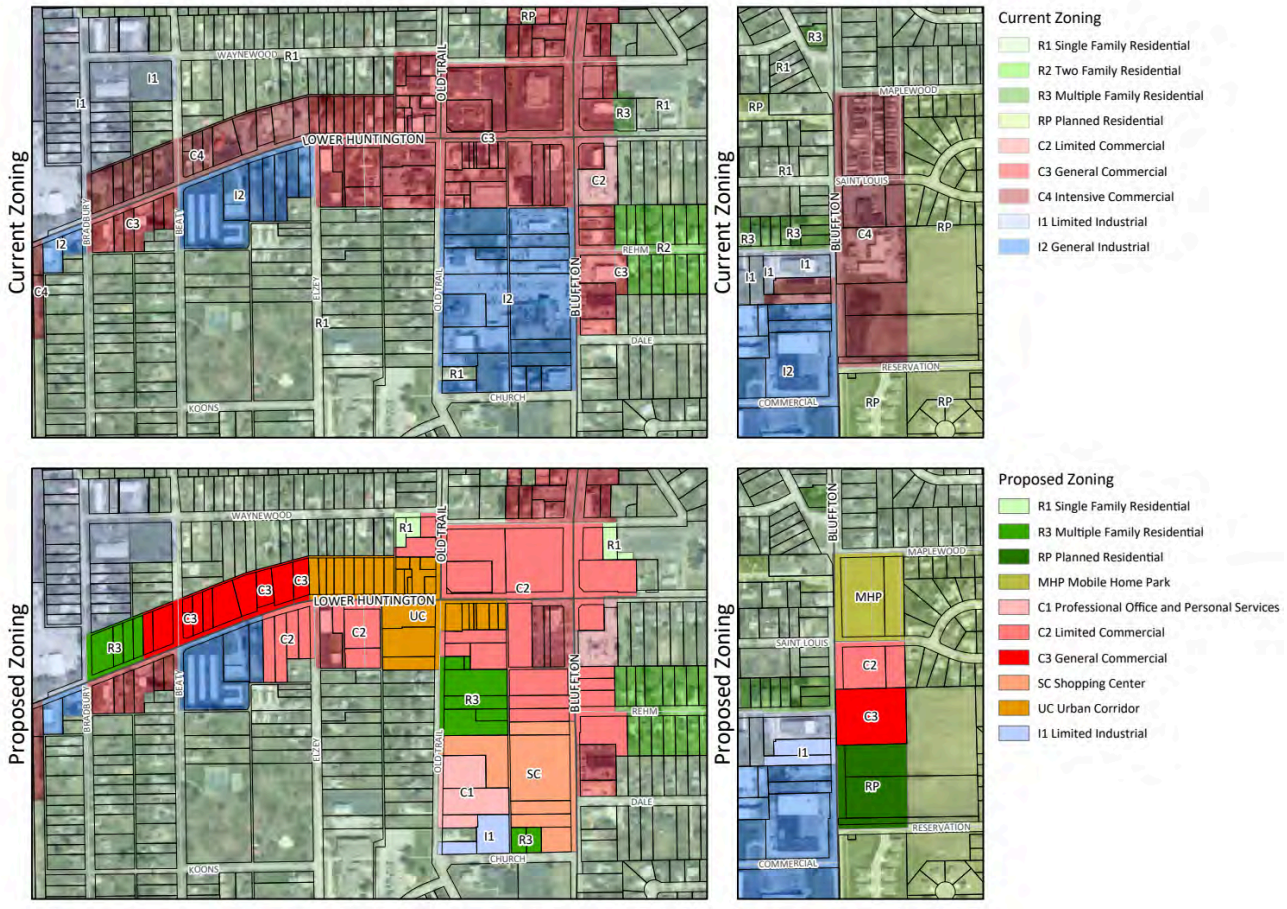


Source: [*All in Allen: Fort Wayne-Allen County Comprehensive Plan Story Map*]

Proposed Waynedale Zoning Changes, 2025

- Areas along Bluffton Road between Waynewood Drive and Reservation Drive, and along Lower Huntington Road between Bradbury Avenue and Koester Drive.
- At the intersection of Lower Huntington and Bluffton Rd, new zoning is proposed to replace most industrial land with residential and commercial zoning (current land use is commercial); This includes downgrading the intensity of commercial use along Lower Huntington from C4 and C3 to C3 and C2 and replacing some areas with mixed use zone (Urban Corridor) and residential R4 zoning.
- South of Bluffton and Maplewood is proposed to replace C4 Intensive Commercial zoning with less intensive commercial (current land use is commercial), mobile home park zoning (current land use is a mobile home park), and a planned residential zone (currently the land is vacant).

Proposed Waynedale Zoning Changes, 2025



Source: [Bluffton - Lower Huntington Rd Rezoning Project Description]

The figure above shows the current zoning and proposed zoning near Lower Huntington Rd and Old Trail Rd. The orange color represents the new Urban Corridor (UC) zoning, which promotes a walkable, mixed-use retail environment. While the Northwest, Southwest, and Southeast corners of this intersection are proposed for Urban Corridor Zoning, the Northeast corner is proposed for Limited Commercial Zoning, which allows for larger setback requirements in new development. This zoning inconsistency risks detracting from the long-term potential vibrancy of a cohesive, walkable, mixed-use retail experience.

Zones in proposal:

- R1 - Single Family Residential[6]
    - Residential Density: 7.26 units/acre (6000 sq ft min lot size)
    - Single-family dwellings allowed; no multi-family dwellings
    - Most types of retail not permitted; office and personal services use permitted by special use
- R3 - Multiple Family Residential[7]
    - Residential Density: 7.26 units/acre detached, 14.52 units/acre attached
    - Single-family, multiple-family and attached dwelling units permitted
    - Most types of retail not permitted; office and personal services use permitted by special use
- RP - Planned Residential[8]
    - Residential Density: 7.26 units/acre detached, 14.52 units/acre attached
    - Single-family, multiple-family and attached dwelling units permitted
    - Most types of retail not permitted; office and personal services use permitted by special use
- MHP - Manufactured Home Park
    - Allows single-family detached manufactured homes
    - No retail allowed
- C1 - Professional Office and Personal Services[9]
    - Height: 75 ft
    - Front Setback: 25 ft setback required but may meet adjacent building setback
    - Various medical and personal services permitted.
    - Residential dwelling units permitted; single-family dwelling units not permitted

[6] Fort Wayne Zoning Ordinance, pg 36 (PDF)
[7] Fort Wayne Zoning Ordinance, pg 48 (PDF)
[8] Fort Wayne Zoning Ordinance, pg 56 (PDF)
[9] Fort Wayne Zoning Ordinance, pg 74 (PDF)

- Most types of retail not permitted by right; some specified retail uses allowed for existing buildings up to 2,500 sq ft by special use
- Outdoor display and temporary outdoor storage not permitted

- C2 - Limited Commercial:[10]
  - Height: 75ft
  - Front Setback: 25 ft setback required but may meet adjacent building setback
  - Outdoor display permitted
  - Most types of retail, including grocery, hardware, restaurant and drive through restaurant are permitted. Auto sales must be indoor.
  - Residential dwelling units permitted if attached to or above nonresidential use; single-family dwellings not permitted
  - Multifamily or townhome residential complex permitted subject to setback
- C3 - General Commercial[11]
  - Height: 75ft
  - Front Setback: 35 ft setback required but may meet adjacent building setback
  - Outdoor display permitted
  - Most types of retail permitted, including outdoor automobile sales and uses allowed in C1 and C2 zones (see above).
  - Residential dwelling units permitted if attached to or above nonresidential use; single family dwellings not permitted
  - Multifamily or townhome residential complex permitted subject to setback

- SC - Shopping Center[12]
  - Height: 75 ft
  - Front Setback: 50 ft setback required but may meet adjacent building setback
  - Outdoor display permitted
  - Most types of retail, including grocery, restaurant and drive-through restaurant are permitted. Auto sales must be indoor.
  - Residential dwelling units permitted if attached to or above nonresidential use; single family dwellings not permitted
  - Multifamily or townhome residential complex permitted subject to setback
- UC - Urban Corridor[13]
  - Height: 80 ft maximum; 20 ft/2 stories minimum
  - Front Setback: No minimum; 10 ft maximum

[10] Fort Wayne Zoning Ordinance. pg 80 (PDF)
[11] Fort Wayne Zoning Ordinance, pg 104 (PDF)
[12] Fort Wayne Zoning Ordinance, pg 96 (PDF)
[13] Fort Wayne Zoning Ordinance, pg 138 (PDF)

- The goal is for new uses to conform to the historic urban fabric
- Most types of retail permitted, but drive-throughs and gas stations are not permitted. Auto sales must be indoors.
- Residential dwelling units permitted; single-family attached and detached permitted
- Multifamily or townhome residential complex permitted, subject to separation requirements.

- I1 - Limited Industrial[14]
  - Height: 75 ft
  - Front Setback: 25 ft setback required but may meet adjacent building setback
  - Outdoor display permitted
  - Light industrial/distribution uses permitted that do not have a large impact outside of the building
  - Most types of retail permitted, including grocery, hardware, restaurant, and drive-through restaurant.
  - Residential dwelling units permitted if attached to or above nonresidential use; single-family dwellings not permitted
  - Multifamily or townhome residential complex permitted, subject to separation requirements.

[14] Fort Wayne Zoning Ordinance, pg 152 (PDF)

Ecosystem & Small Business Support Review

Methodology

For many small businesses, finding services and resources begins with an online search. For this reason, AndAccess uses a keyword search to identify and log local small business services and service organizations. Based on the results of a structured search, the team analyzes the small business ecosystem using the following methods:

- Detailed reading of websites - identifying available programs, events, and assistance, and attempting to understand the delivery systems for each resource
- Analysis of available organizational and program documents - vision and mission statements, quarterly and annual reports, available applications and program guidelines, social media, and websites
- Analysis of third-party information - other organizations' social media posts, participant reviews/testimonials, news reports, and any other available third-party information.

Please note, the analysis is a result of information that is publicly available online. Judgements regarding the availability of services or the scope of programs is made based on readily discernible instructions, applications, and pathways from findable websites and social media.

In concert with an online review, the team conducts interviews and focus groups with local business owners. Insights from focus groups and interviews reveal the challenges and opportunities that existing business owners face when seeking support while launching and operating their business.

Framework

For each business support organization, AndAccess considers the overall service orientation and each individual program or initiative in the analysis. We break down each organization and all of its programs using the following data points:

- Open/Active - Is the organization or program currently active and offering services to small businesses?
- Organization Type - What is the structure, funding mechanism, and service type of each organization? Example: Government - City Department, Academic Institution, Non-profit - Business Services, Funder - CDFI, etc.
- Specific Demographic Support - Is there a specific demographic that the organization intentionally supports?
- Business Stage Focus - Does the organization support businesses in specific stages? Example: Idea, Start-up, etc.
- Subsector Support- Are there specific sub-sectors that the organization supports? Example: Sustainability, Food & Beverage, Manufacturing, Microbusiness, Tech, etc.
- Type of support - What type of support does each organization offer? Example: Technical Assistance - accounting, legal, marketing

Understanding Supports & Services

Understanding the gaps in available small business services and support in Fort Wayne is complicated by each organization's subjective use of terminology - technical assistance may mean something different to each organization, just as 'start-up services' or 'business development support' entail different specific supports depending on which organization offers it. AndAccess uses three terms to classify business support in an attempt to compare and analyze a wide range of organizations and programs objectively. Some organizations or programs offer all three types of support:

- Material Support: Can be used to purchase materials, expenses, or services. This includes direct funding (grants or loans) or business or professional services paid for by a third party. We consider a service to be material support when it is delivered in the same manner that a business would secure the service in the market.
- Knowledge Support: Offers educational guidance but CANNOT be used to purchase materials, expenses, or services. Example: Drop-in legal clinics would fall into *Knowledge Support,* while a grant or program that pays to retain legal services would be considered *Material Support*.
- Network Support: Introduces advocates, mentoring, or other support organizations and networks to small business owners. Events, cohort-based programs, and referrals are considered *Network Support*.

Fort Wayne Small Business Ecosystem

Ecosystem Overview:

&Access surveyed a total of 36 organizations and 32 unique programs, services, and resources. All 36 organizations offer *Knowledge Support,* and nearly every organization, 31, offers *Network Support*, but only 14 organizations offer *Material Support*.

Most organizations, 31, support businesses in all stages. Businesses in the *Idea, Start-up* or *Grow phases* are specifically supported by more organizations, 14, than any other business stage.

More than half of organizations, 17, target support to a specific demographic group - either *Underserved, Black-owned, Minority-owned,* or *Economically Disadvantaged businesses*. A small number of organizations, 6, target services at specific geographic areas. While 9 organizations focus on a specific business type - *Arts & Culture, Food & Beverage, Tech, BioTech/Health Sciences*.

Organizations Analyzed

- Academic – 3
- For-Profit Business Services – 3
- For-Profit Industry Specific Support – 1
- Bank – 5
- CDFI – 1
- City Government – 4
- County Government – 2

- Non-profit Advocacy – 5
- Non-profit Business Services – 7
- Philanthropy – 1
- Quasi-Public Economic Development – 4

Ecosystem Strengths

Small businesses in Fort Wayne are able to participate in a robust ecosystem that offers public grants, educational programs from a wide range of organizations, and a healthy network of support, especially for early-stage businesses. The City of Fort Wayne's Summit City Entrepreneur and Enterprise District (SEED) offers a comprehensive set of programs and services, including grants and education. There is clear energy and enthusiasm for small businesses of all types in Fort Wayne. Programs that focus on neighborhood businesses are complemented by an emphasis on Tech and high-growth industries.

- Availability of Public grants: SEED's grant programs fill a common funding gap and allow businesses to both improve their physical space and leverage additional loan funds. The availability of grant funds to purchase equipment and offset regular operating expenses offers entrepreneurs an unusual level of autonomy in choosing how to use public funds to benefit their business. These public grants are supplemented by grants from the Black Chamber Fort Wayne's Dyer Foundation Grant and smaller grants from the Fortitude fund and the Women's Entrepreneurial Opportunity Center (WEOC).
- Wide Range of Knowledge Support: Through the Build Institute, SEED offers affordable, comprehensive entrepreneur and developer education. Organizations like the Black Chamber of Fort Wayne offer further educational and networking support. The NEIN Venture Hub offers practical knowledge, support and networking opportunities. NEIN's Venture Hub provides a platform for referrals and seeking services, while organizations like the Penta Minority Entrepreneurial Center provide a place for in-person support and mentoring.
- Strong Support for Early Stage Businesses: Northeast Indiana Innovation Center (NIIC), the Fortitude Fund, and Elevate Ventures all offer support and capacity building specifically for early-stage entrepreneurs. A focus on high-growth startups is evident, but NIIC serves businesses of all types. YLNI programs offer a chance for developing entrepreneurs to engage with one another and a community of support.

Ecosystem Gaps

- Unified Starting Point, Clear Pathways: While an array of support is available to small businesses in Fort Wayne, the ecosystem lacks a single unified starting point from which to navigate. Many organizations offer resource lists and catalogs of links, but the structure and cadence of the resource is conveyed differently by each organization. Additionally, an overview of programs, applications, and deadlines is not available on most organizations' websites, and no third party has compiled the information in a readily available format.

- Site Selection Services: While information about a few specific sites is available from Allen County and the City of Fort Wayne, the ecosystem lacks a directory or map of available commercial space. A key component of retail support is data about the location and condition of available spaces. Efficient connections between entrepreneurs and property owners is essential to driving local small business growth and healthy commercial corridors.
- Material Support for Business Services: Few organizations offer tangible, practical business services. For many entrepreneurs, the availability of quick, affordable business services is the difference between success and failure. Flexible access is key - funding available within one week that can pay for legal, accounting, marketing, and website services, from qualified professionals, is ideal. While drop-in consultations and monthly clinics can supplement the availability of flexible business services, they are not an adequate replacement.
- Guidance on Regulatory Processes: Both Allen County and the City of Fort Wayne make some information available to guide entrepreneurs through the regulatory and permitting process. More comprehensive documents (PDFs or navigable websites), along with video guidance, are recommended.

FINDINGS & INITIAL RECOMMENDATION PRESENTATION

Findings & Initial Recommendations

BEHIND THE PROJECT

Fort Wayne's Corridor Retail Study

The purpose of this project is to mitigate the leakage of and expand local retail and personal service options along Fort Wayne's neighborhood commercial corridors; enhancing the vibrancy of Fort Wayne's neighborhoods.

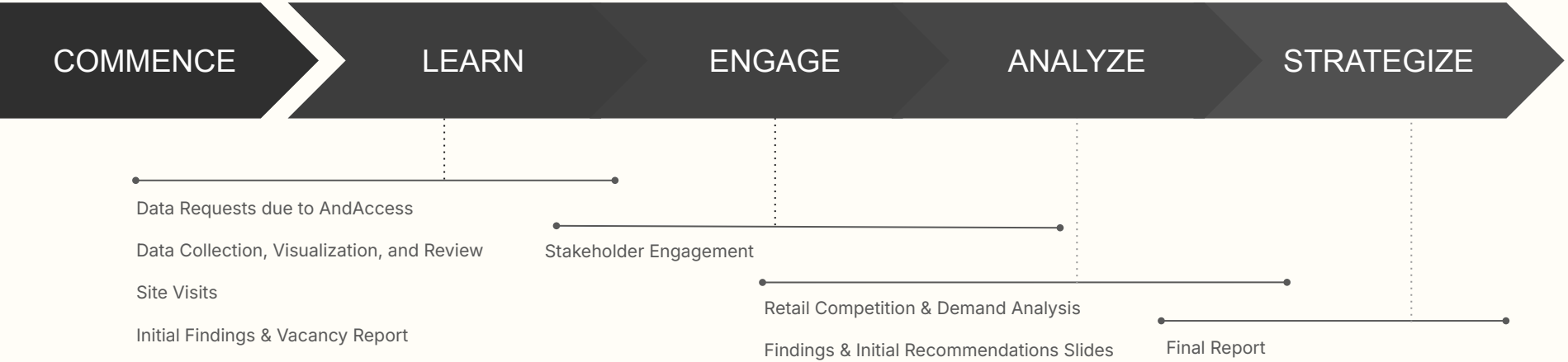
This study will create a strategic roadmap for revitalizing and sustaining retail services for neighborhood commercial corridors in Fort Wayne.



Project Process

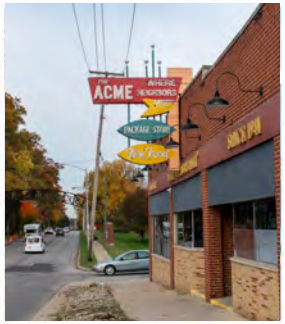
FORT WAYNE RETAIL STUDY

The following categories impact the ability for a district to attract customers and sustain vibrancy.



Mixed-use walkable neighborhood development promotes healthier people, places, and economies.







SOUTH CALHOUN
CULTURAL DISTRICT

EAST STATE
Village

WAYNE
DALE 19 21
BUILD A LIFE HERE

Citywide Findings

Recommendations Framework



Place Management & Investment

Create a coordinated structure that empowers local businesses, property owners, and city partners to shape the district's growth and investment priorities.

Examples include: forming a dedicated management entity to oversee marketing, events, and beautification, aligning stakeholders on shared goals, and targeting strategic property investments that activate vacant sites, support business continuity during construction, and attract new tenants to key nodes.



Placemaking

Enhance the corridor's sense of place through coordinated design, activation, and identity-building efforts.

Examples include: beautification, public art, and signage; activating vacant lots and alleys for community use; improving pedestrian and trail connections; and creating signature gathering spaces that host events, markets, and family-friendly activities—all reinforcing each corridor's unique local brand and walkable character.



Business Support Ecosystem

Strengthen the small business pipeline by connecting entrepreneurs to funding, coaching, and market-ready spaces.

Examples include: streamlining existing programs, expanding marketing and technical assistance, establishing an ambassador or "gateway" organization for early-stage support, and building partnerships that link local brokers, funders, and advocacy groups to help businesses launch, grow, and stay rooted in the community.

Opportunity Framework

Tailored Place Management
Frameworks must respond to the unique needs of each neighborhood rather than a one-size-fits-all approach.

Family-Oriented Culture
Customer behavior is shaped by family-friendly activities; many businesses close early or operate limited hours during weekdays and weekends.

Building Stock Reinvestment
Older properties need reinvestment, yet face barriers: low rents, limited tenant demand, and few financial tools tailored to property conditions.

Event-Driven Foot Traffic
District activation is highly tied to predictable events and media exposure that funnel customers to specific locations.

Music City Aspirations
While there's a strong desire to brand Fort Wayne as a music city, a single entertainment district is not the recommended path—distributed venues currently serve local demand.

Centralize Business Support
Create a central place that services the unique needs to retailers regardless of category.

Retail Inventory

FORT WAYNE RETAIL STUDY

The following categories impact the ability for a district to attract customers and sustain vibrancy.

RETAIL CATEGORIES

Neighborhood Goods & Services (NG&S)

Convenience-oriented, routinely-accessed goods and services such as grocers, salons, and laundry.

Food & Beverage (F&B)

Includes both full and limited service establishments as well as snacks and drinking establishments.

General Merchandise (GAFO)

Consists of a various store typologies including apparel, home improvement, and general merchandise stores.

OTHER GROUND FLOOR TENANTS

Auto

Commercial corridors host a series of gas stations, repair/service shops, and other auto-oriented uses.

Civic

Defined by educational establishments, community services, religious and social organizations.

Service

Includes a wide range of services including legal services, medical, photographers, banks, and contractors.

Tourism

Features historic sites, museums, parks, accommodations, and recreational venues that attract residents and visitors alike.

Not Studied

Other office, industrial, and commercial uses outside of the other categories.

Competition In Fort Wayne

FORT WAYNE RETAIL STUDY

TYPOLOGIES OVERVIEW

Neighborhood-Serving - A close-to-home cluster that covers everyday needs for nearby households.

Dining + Entertainment District - A going-out destination centered on food, drink, and fun.

Shopping District - A comparison shopping area where people browse multiple stores in one trip.

Employment District - A work-centered area where daytime population drives demand for quick services and lunch.



Competition In Fort Wayne

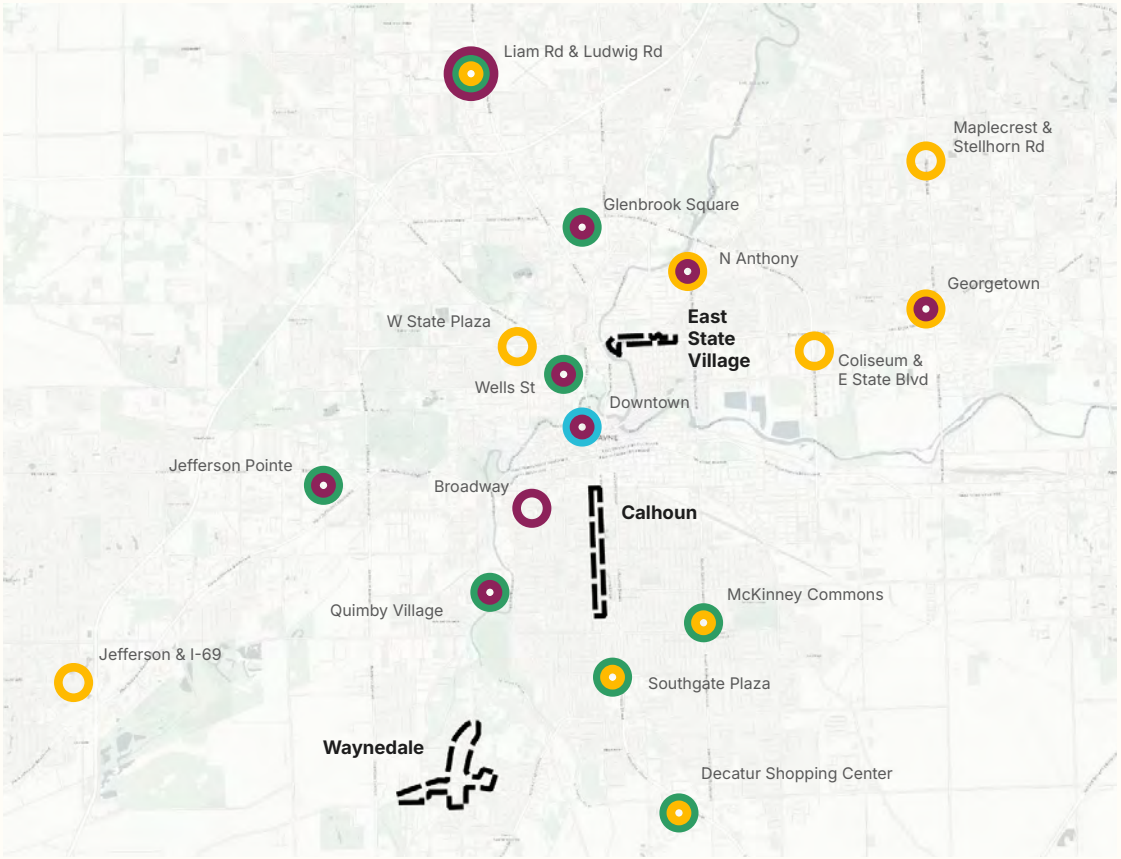
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Dining + Entertainment District - A going-out destination centered on food, drink, and fun.

Shopping District - A comparison shopping area where people browse multiple stores in one trip.

Employment District - A work-centered area where daytime population drives demand for quick services and lunch.



Business Support Ecosystem

Today's small businesses need a portfolio of services that offer tangible support, foundational knowledge, and an environment that fosters key relationships.

MATERIAL SUPPORT

Can be used to purchase materials, expenses, or services. This includes direct funding (grants or loans) or business or professional services paid for by a third party.

KNOWLEDGE SUPPORT

Offers educational guidance but cannot be used to purchase materials, expenses, or services. Example: Drop-in legal clinics would fall into *Knowledge Support* while a grant or program that pays to retain legal services would be considered *Material Support.*

NETWORK SUPPORT

Introduces advocates, mentoring, or other support organizations and networks to small business owners. Events, cohort-based programs, and referrals are considered *Network Support.*

Business Support Ecosystem: Strengths

FORT WAYNE RETAIL STUDY

Fort Wayne has a strong but decentralized business support ecosystem, with especially robust support for early-stage and underserved businesses of various types.

GRANTS:
Organizations such as SEED offer flexible grants for small business needs.

EDUCATION:
A variety of organizations offer small business education, including SEED, NEIN Venture Hub, and the Black Chamber

SUPPORT FOR EARLY STAGES:
Northeast Indiana Innovation Center (NIIC), the Fortitude Fund, and Elevate Ventures all offer early stage business support and capacity building.

TARGETING UNDERSERVED BUSINESSES:
Over half of organizations target minority-owned, Black-owned, underserved or economically disadvantaged businesses

BROAD RANGE OF SUPPORT:
The vast majority of organizations (31 of 36 studied) offer both knowledge and networking support; fewer (14) offer material support.

Business Support Ecosystem: Challenges and Opportunities

FORT WAYNE RETAIL STUDY

Challenges	Opportunities
Unified Starting Point Entrepreneurs lack a unified starting point for accessing support services and navigating regulatory requirements.	**Designate** and **fund** an organization as a gateway for small businesses in the early stages or for any business seeking assistance, including regulatory guidance with online or print material.
Site Selection Services Fort Wayne lacks a centralized location to access a list of available properties and the readiness to occupy them.	**Create** a working group of local brokers willing to collaborate on a joint website showing retail opportunities and brick + mortar readiness training.
Access to Funding Businesses have a hard time accessing funding at varying stages of businesses and varying tiers.	**Encourage funders** to create more accessible funding, focus on microloans and capital readiness training.
Business Services The ecosystem is missing business services such as accounting, legal, marketing and website assistance.	**Create** a working group of local professionals willing to collaborate on a joint website that offers contacts to professionals that may provide these services.

Draft Citywide Recommendations

FORT WAYNE RETAIL STUDY

Expand Business Support Services

SHORT TERM

- Fund a retailer liaison city staff position to help businesses navigate government
- Develop industry-specific guides on how to open a business
- Develop partnerships to market individual businesses via online channels
- Develop marketing and legal/contract support programs
- Encourage more accessible funding
- Create a brick + mortar readiness training series
- Optimize facade grant accessibility (i.e., simplify application and identify reimbursement funding alternatives)

MID-TERM

- Create a commercial space pilot program
- Develop an engagement strategy to identify at-risk businesses and connect them with city resources
- Establish and fund a central organization to serve as the single/primary gateway for small business support referrals and resources
- Develop or expand business support programs, incentives, and funding to address unmet demand across the three study areas

Draft Citywide Recommendations

FORT WAYNE RETAIL STUDY

Activate Underutilized/Vacant Parcels

SHORT-TERM

- Develop partnerships to support placemaking on private properties

MID-TERM

- Refine city tools to support the acquisition and disposition of strategic parcels
- Develop policies to identify and engage absentee property owners
- Develop a vacant space directory

Develop Place Management Organizations

SHORT-TERM

- Explore expanding the Fortify Program to support commercial district development
- Establish an engagement strategy to increase business input in neighborhood policy and planning decisions

Improve Construction Disruption Mitigation Programs

SHORT-TERM

- Engage business owners earlier during infrastructure planning

MID-TERM

- Expand the resources and impact of the city's construction disruption assistance programs
- Improve documentation of utility locations

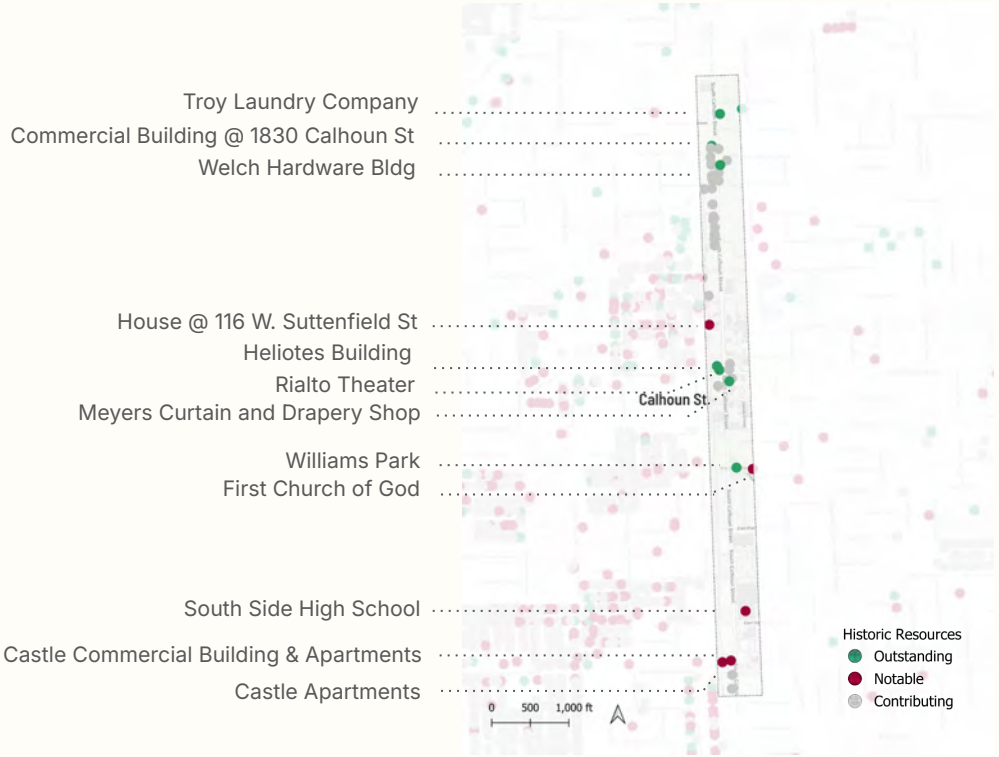

SOUTH CALHOUN
CULTURAL DISTRICT

HISTORY

SOUTH CENTRAL
CALHOUN STREET

Historic districts border the corridor on the west; Calhoun St features a theater and other commercial structures

Much of the area heading south along Calhoun Street was developed beginning in the 1870s until about the 1940s. The Williams-Woodland Park area, near the middle of the study area, was developed with an initial 66 lots that were sold at a lottery with deed restrictions and an emphasis on retaining a park-like quality. Some early assets that drew residents to the area were the Lutheran Hospital and Fort Wayne Bible Training School, both built around 1904.



HISTORY

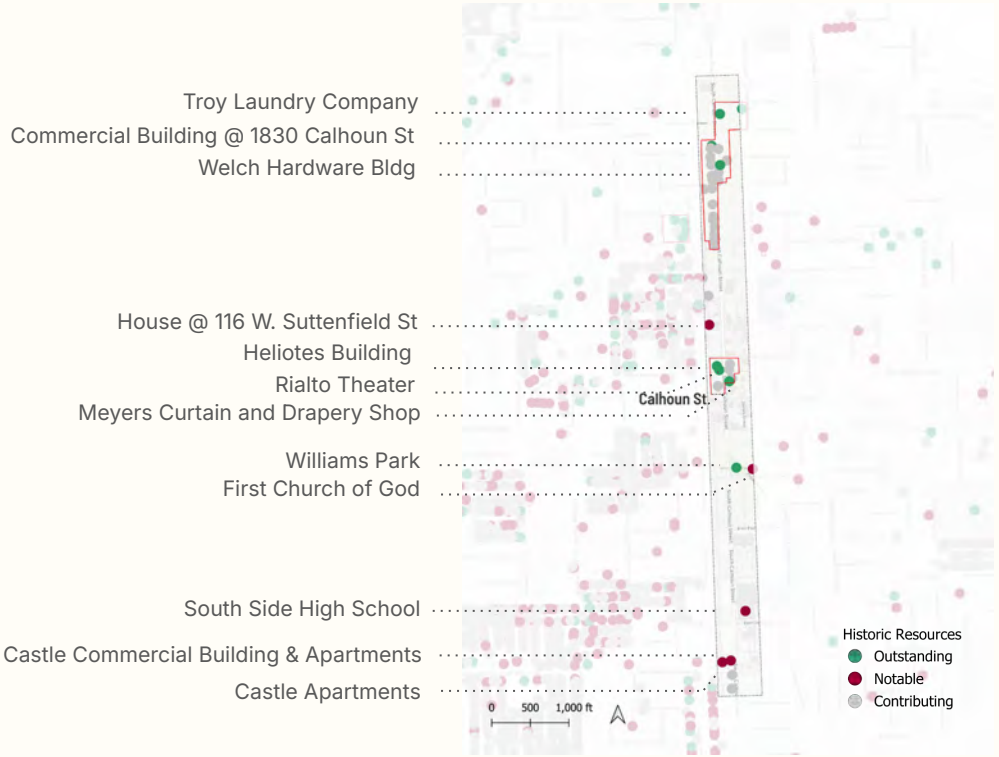
SOUTH CENTRAL
CALHOUN STREET

Historic districts border the corridor on the west; Calhoun St features a theater and other outstanding and notable commercial structures



Welch Hardware Building

Troy Laundry Company



South Calhoun Opportunity Framework



Historic Character & Cultural Identity

Leverage Calhoun's rich history, architecture, and diversity to build a distinct identity anchored by cultural assets like the Rialto Theater and emerging local and ethnic businesses.

Investment Tools & Governance Alignment

Create clearer coordination across districts and deploy targeted financing tools—like facade support, community investment vehicles, and cleanliness and safety resources—to spur equitable growth.



Business Support & Local Empowerment

Strengthen small businesses with marketing help, signage clarity, and accessible façade or startup financing to improve stability and reinvestment, attracting new businesses - grocery, entertainment, and more food.



Activation & Corridor Energy

With collaboration among businesses, schools, and city partners, foster a cultural district that connects and activates local businesses through pop-ups, events, and markets—bringing foot traffic, color, and life back to vacant or underused spaces and nearby parks.

Infrastructure, Safety & Public Realm

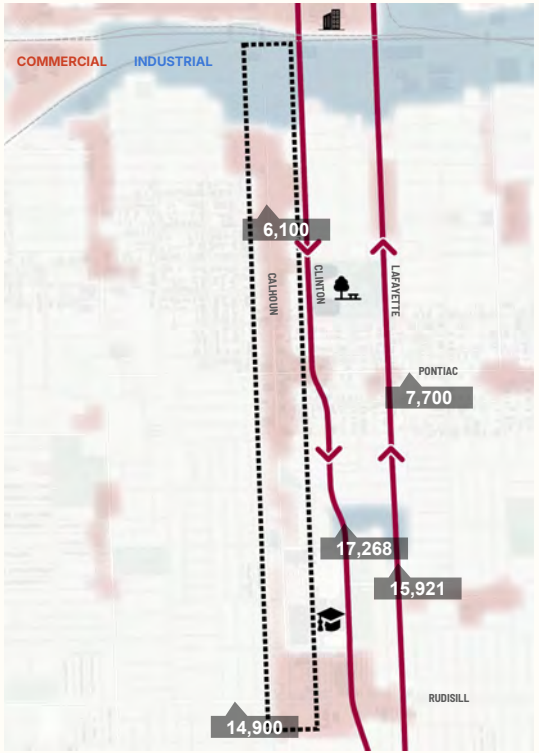
Invest in sidewalks, lighting, parking, trees, and public art—especially near gateways like the viaduct—to improve safety, walkability, and overall appeal.

Physical Conditions

SOUTH CENTRAL
CALHOUN STREET

Located immediately south of downtown, the S. Calhoun study area's retail conditions are defined by several characteristics:

1. Viaduct and historic, industrial stock
2. Low traffic counts and one-way couplet
3. Linear commercial zoning district
4. Proximity to Reservoir Park
5. South Side High School as an anchor
6. Nearby commercial areas



Source: Esri Business Analyst, City of Fort Wayne, (2024)

Trade Areas

SOUTH CENTRAL
CALHOUN STREET

With the growth of Ft. Wayne's retail districts, especially those competing with S. Calhoun, a retail strategy that serves immediately surrounding customers results in the greatest opportunity for sustainability.

Retail trade areas are geographies that represents where retailers can pull customers from. The region near calhoun has experienced nearly **2,300 additional residents since 2010,** a compound annual growth rate of 0.4%. This is the same rate of growth that the city at large has experienced.

Demographics	PTA	STA	Fort Wayne
Population	6.4 K	29.6 K	268.7 K
Households	2.5 K	11.0 K	110.9 K
Avg HH Size	2.61	2.69	2.42
Pct Bacc. Degree or Higher	25%	19%	30%
Median HH Income	$51 K	$43 K	$60 K



Source: Esri Business Analyst (2025)

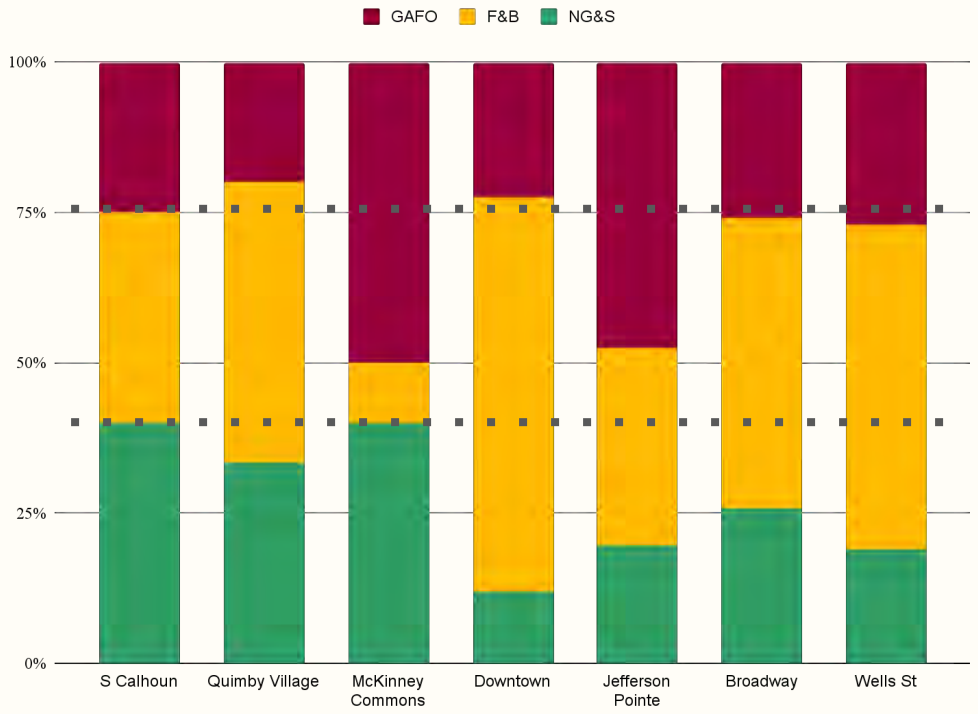
Inventory at Competitive Nodes & Corridors

SOUTH CENTRAL
CALHOUN STREET

In comparison to its competitors, S. Calhoun has a unique mix of businesses by count, likely driven by its central location proximate to Downtown.

Few retail gaps exists along S. Calhoun, except for:

- Large-format grocery
- Diversified F&B options (e.g., bars, fast casual restaurants)
- Expanded GAFO options



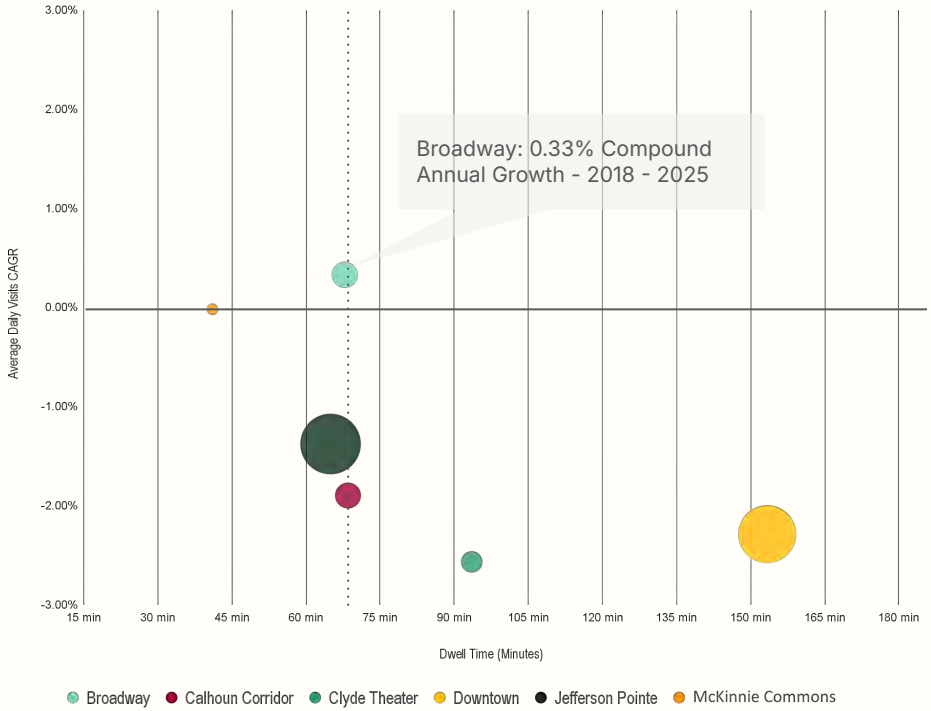
Source: Google Maps, Regrid (2025)

Visitation Performance Across Competition

SOUTH CENTRAL
CALHOUN STREET

Broadway stands out from the competitive set with a positive growth rate in Average Daily Visits.

Along Broadway, there exists multiple programmed events that draw visitors and strengthen the corridor. The corridor also draws slightly more overall visits than S. Calhoun, presenting an archetype that could be repeatable in along S. Calhoun.



Source: Google Maps, Regrid (2025)

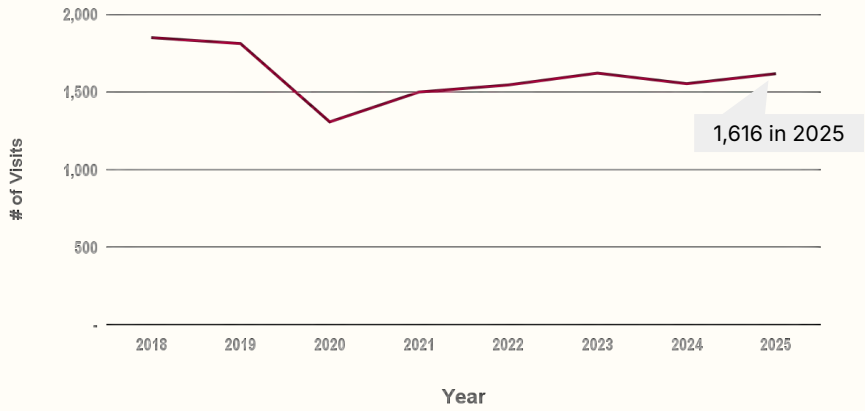
Visitation Analysis

SOUTH CENTRAL
CALHOUN STREET

S. Calhoun Street Corridor's **1,590 average daily visits** in 2025 is a slight increase from **1,545 in 2024**. However, visits are down as compared to 2018

Visitors to this district dwell for about **68 minutes** which is just below average for its set of local competitors. However, this competitive set includes Downtown's exceptional 153 minutes.

Average Annual Daily Visits at Calhoun, 2018 - 2025



Node	2025 Daily Visits	2025 Catchment	2025 Dwell Time	Daily Visits CAGR ('18-'25)	2024 Traffic Count
S. Calhoun	1,616	4.95 mi	68 min	-1.9%	6,500
Broadway	3,295	5.30 mi	68 min	+0.33%	13,986

Source: Placer (2025), City of Fort Wayne, IN (2024)

Competitive Strengths with Calhoun

SOUTH CENTRAL
CALHOUN STREET

As Calhoun's strongest competitor, **Broadway boasts a diverse customer base, strong place management, and urban form that supports successful retail.**

The mix of urban and suburban density and modern and classic design elements combine with a dedicated place management team to create a nearby example of successful corridor activation. Broadway's northern section has good urban form. The south section is transitioning between urban and suburban, with wide sidewalks and a safe-feeling 30mph speed limit.

	Calhoun	Broadway
Urban vs Suburban Form	Suburban	**Mixed**
Includes Placemaking elements	N	**Y**
Caters to residents	Y	**Y**
Caters to visitors	N	**Y**
Caters to employees	N	**Y**
Place management	Few events	**Multiple notable events**
Above Avg Vehicle Traffic	N	**N**

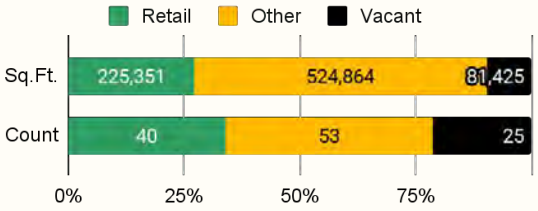
Source: Placer (2025), City of Fort Wayne, IN (2024)

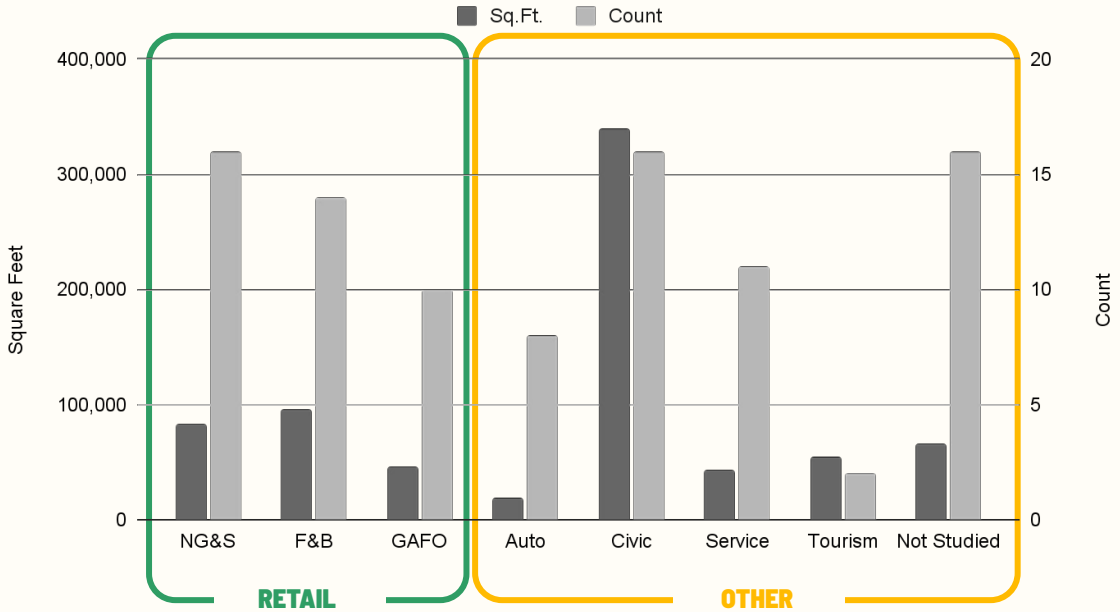
Commercial Inventory

SOUTH CENTRAL
CALHOUN STREET

S. Calhoun has a wide range of civic uses, dominating the corridors mix by count and square feet.

Retail-occupied space is primarily composed of Food & Beverage (F&B) and Neighborhood Goods & Services (NG&S).





Source: Google Maps, Regrid (2025)

Visitor Favorites

SOUTH CENTRAL
CALHOUN STREET

S. Calhoun's visitors frequent this area primarily for the **F&B (88,284 visits)** and **NG&S (82,635 visits)** businesses found here, including a specialty grocer.

61% of residents report their main reason for visiting the neighborhood is for sit-down restaurants

This neighborhood-serving corridor's primary "places" are mostly fast-casual dining establishments and small-scale grocery and convenience. These types of tenants generate shorter visits. The corridor can garner longer visits by increasing retail diversity in order to create more meaningful trips.

Name	# Visitors	Retail Cluster
Walgreens	65,244	NG&S
Baba's Steak and Lemonade	42,789	F&B
BP	29,023	Auto
Subway	28,731	F&B
SVDP Thrift Store	26,457	GAFO
Marathon	23,640	Auto
Asian Market	17,392	NG&S
Alberto's Mexican Food	16,764	F&B

Source: Placer (2025)

Retail Demand & Gaps

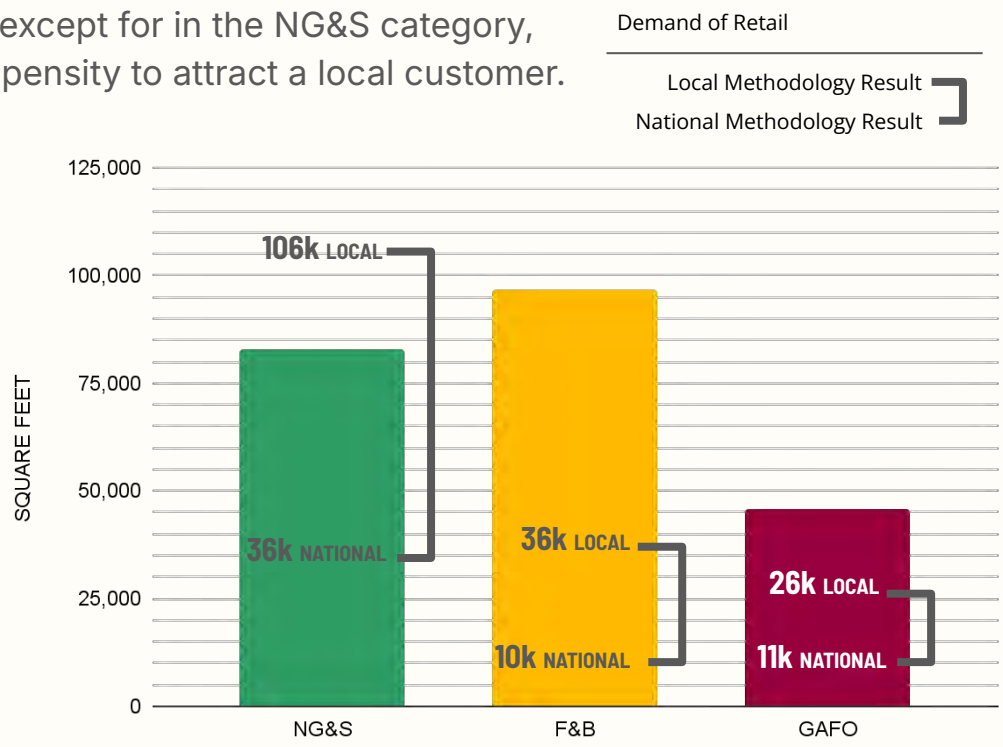
SOUTH CENTRAL
CALHOUN STREET

Limited retail demand exists in the district, except for in the NG&S category, which has the highest capture rate and propensity to attract a local customer.

Food & Beverage (F&B) supply greatly exceeds the demand regardless of method. This alludes to the fact that these tenants attract customers from a larger geography than the Primary and Secondary Trade Areas. Survey responses revealed strong demand for more restaurants, grocery options, and everyday retail—especially family-friendly and affordable places to eat, shop, and gather locally.

Survey responses revealed strong demand for more restaurants, grocery options, and everyday retail—especially family-friendly and affordable places to eat, shop, and gather locally.

Source: Esri Business Analyst, Bureau of Labor Statistics, ReGrid, ICSC (2025)

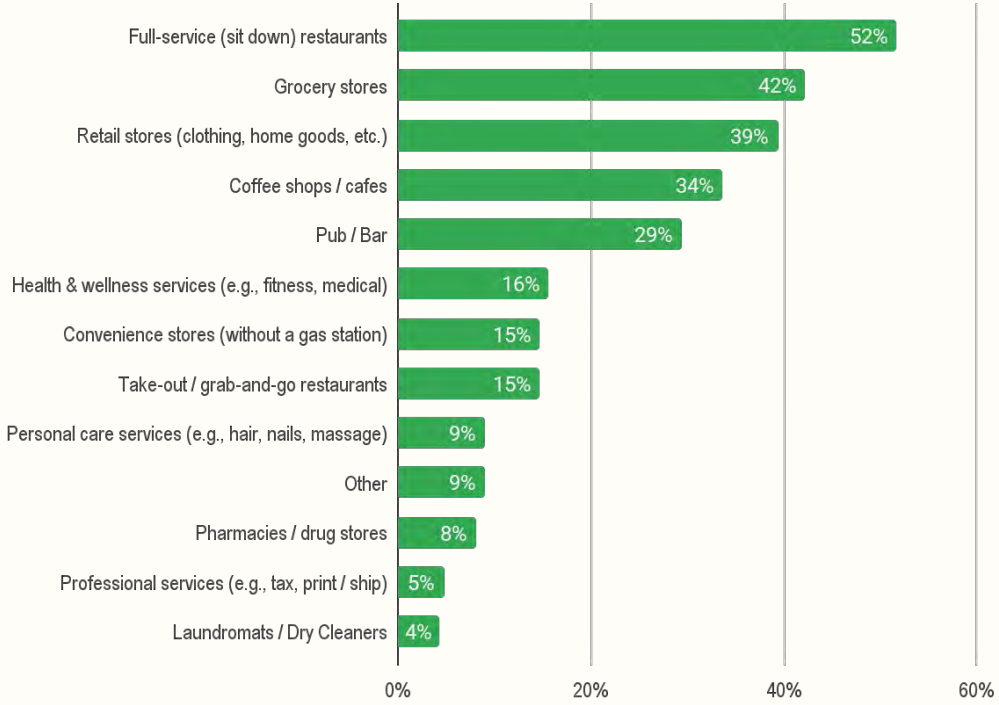


Businesses and Services Desired by Residents

SOUTH CENTRAL
CALHOUN STREET

Residents are most interested in seeing Restaurants and Grocery Stores.

When asked what types of businesses or services they'd like to see more often, residents report the greatest preference for sit-down restaurants and grocery stores. They report the least interest in more neighborhood goods and services, such as laundromats/dry cleaners, professionals services, and pharmacies/drug stores.

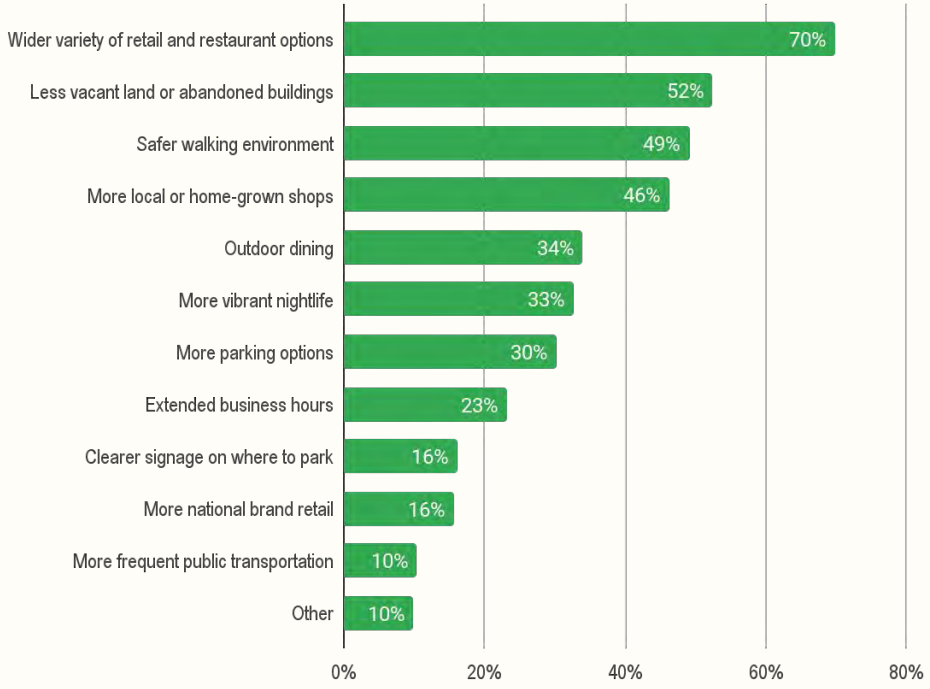


Drivers for More Frequent Visits

SOUTH CENTRAL
CALHOUN STREET

Residents are most likely to visit more frequently if there were a wider variety of retail options, less abandoned buildings, and increased safety.

When asked would encourage more frequent visitation, residents report a wider variety of local retail and restaurant options, less vacancy/abandoned buildings, and increased safety. They report that more frequent public transportation, wayfinding for parking, and more national brands as less effective drivers.

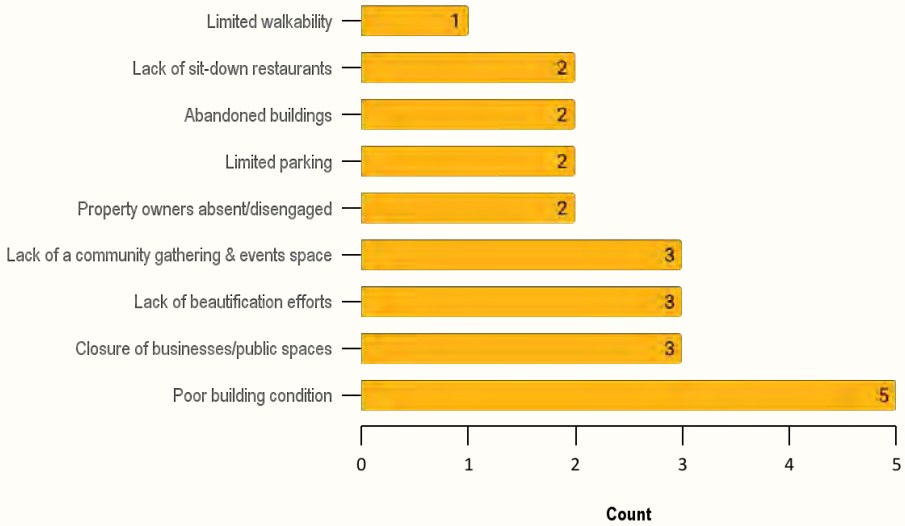


Business Owners' Challenges

SOUTH CENTRAL CALHOUN STREET

Business Owners see their location as a strategic strength, but desire more beautification in the public realm.

Top neighborhood challenges:



NEIGHBORHOOD FINDINGS

Cross-corridor Connection: A common thread in each corridor is the desire for streetscape enhancement.

Top neighborhood challenges:
- Poor building conditions
- Lack of beautification
- Lack of community gathering spaces

OPERATIONAL FINDINGS

Highlight: Calhoun respondents are less confident about revenue stability, but they value their locations along the corridor.

Top operational challenges:
- Insufficient access to capital
- Increasing/high rents & real estate costs
- Regulatory restrictions (especially signage, permitting)
- Building condition

Supports Needed: Marketing and district coordination are the primary services desired.

Resident Preference for Key Recommendations

SOUTH CENTRAL
CALHOUN STREET

Majority of residents support initiatives to pursue feasibility of a new cultural/entertainment anchor, activating spaces, enhancing connections to Reservoir Park, and a new business association.

Note, the support for the Cultural/Entertainment Anchor may be driven by the desire to renovate the Rialto Theater.

84% *support*

Cultural/Entertainment Anchor

Study feasibility of a new cultural or entertainment venue to attract visitors, support restaurants, and boost corridor vitality.

77% *support*

Activate Space for Business Startup/Support

Activate vacant storefronts with new pop-ups, shared spaces, and coordinated business support to encourage startups, growth and investment.

77% *support*

Connection to Reservoir Park

Add signage, banners, lighting, and greenery to create a clear, walkable link between Calhoun Street and Reservoir Park.

74% *support*

Business Association

Create a unified organization to market Calhoun Street, coordinate businesses, attract investment, and promote events regionally.

Recommendations Framework

SOUTH CENTRAL
CALHOUN STREET



Place Management & Investment

Create a coordinated structure that empowers local businesses, property owners, and city partners to shape the district's growth and investment priorities.



Placemaking

Enhance the corridor's sense of place through coordinated design, activation, and identity-building efforts.



Business Support Ecosystem

Strengthen the small business pipeline by connecting entrepreneurs to funding, coaching, and market-ready spaces.

Targeted Nodes

SOUTH CENTRAL
CALHOUN STREET

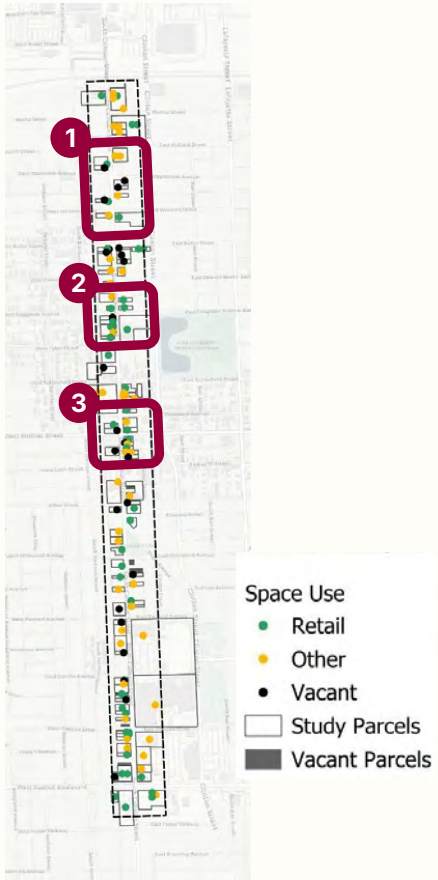
Strategically investing in targeted nodes will continue to positively impact businesses and can spur additional demand long-term.

1. Gateway Dining & Entertainment District (near Williams)

2. Family-Friendly Neighborhood-Serving District (surrounding Pontiac)

3. Neighborhood-Serving Core

Investment in southern nodes recommended for later phases, due to increased nearby competition, limited clustering, and lack of double-sided and contiguous in-line buildings.



Celebrate Identity & Culture
Residents want South Calhoun to embrace its diversity and distinct character through branding, façade improvements, and cultural events that highlight local businesses, heritage, and community pride—building a vibrant, inclusive destination.

Gateway Dining + Entertainment District

SOUTH CENTRAL
CALHOUN STREET

Gateway Dining + Entertainment Districts offer visitors and residents relaxation, fun, and recreation.



Full-Service Restaurants



Restaurant / Gaming Destination



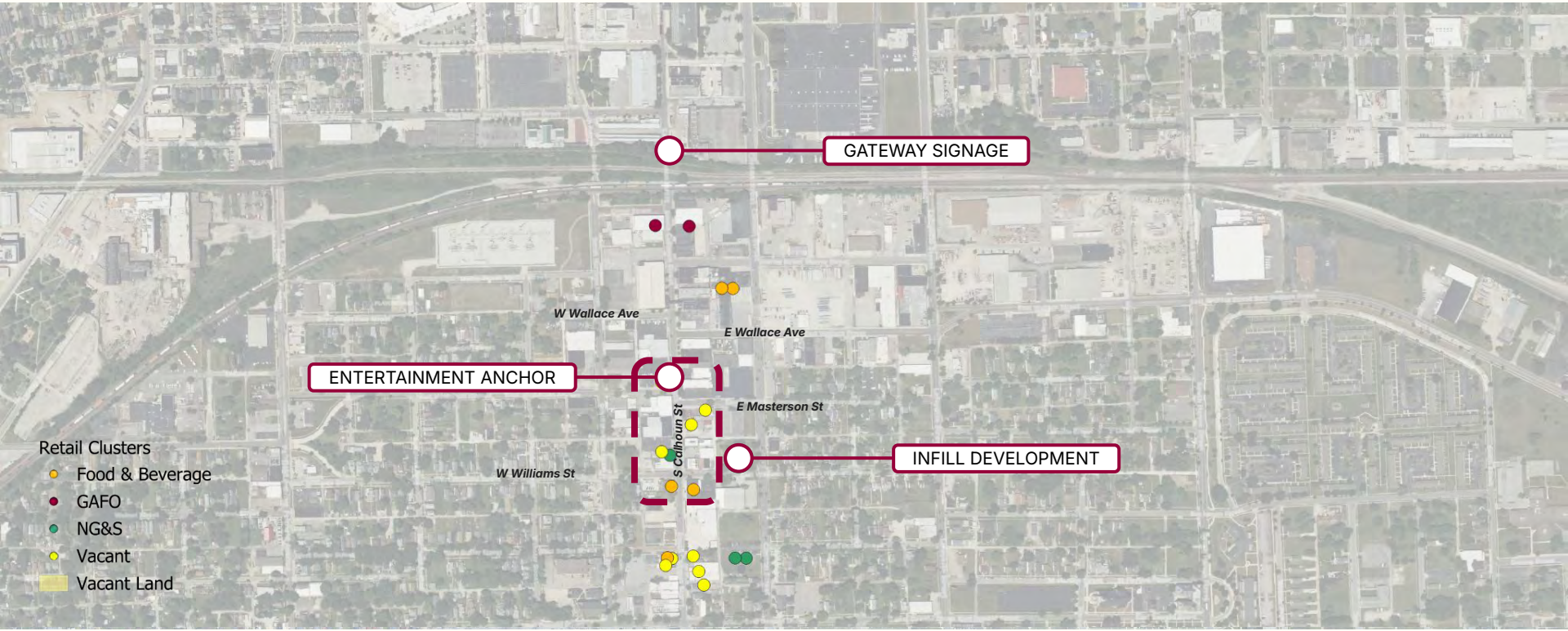
Brewpub



Immersive Experiences

Gateway Dining + Entertainment District

SOUTH CENTRAL
CALHOUN STREET



Family-friendly Neighborhood Serving District

SOUTH CENTRAL
CALHOUN STREET

Family-friendly neighborhood serving districts offer opportunities for daily conveniences with opportunities for comfort and play with children or pets.



Specialty Food Store


Dog Park

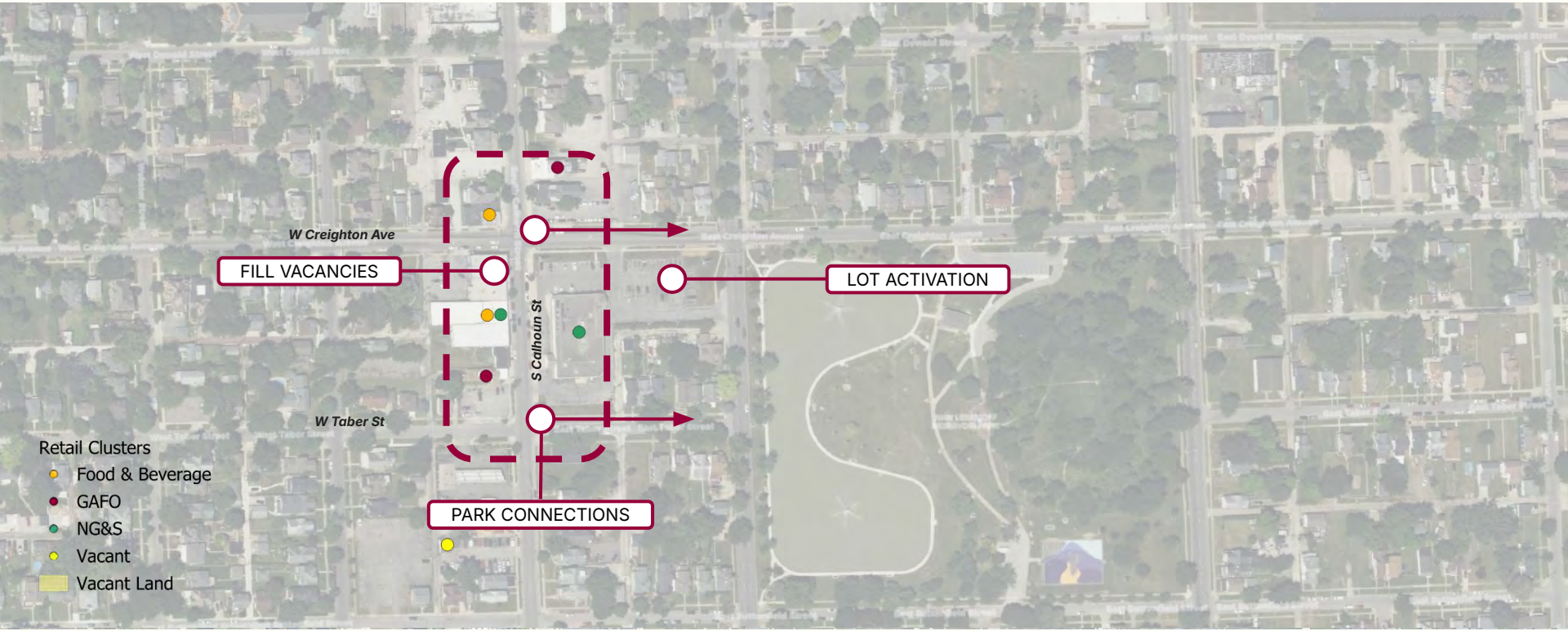

Family Clinic



Grab-n-Go Restaurant

Family-friendly Neighborhood Serving District

SOUTH CENTRAL
CALHOUN STREET



Neighborhood Serving Core

SOUTH CENTRAL
CALHOUN STREET

Neighborhood Serving Cores are close-to-home clusters of retail that meet everyday needs.



Convenience Store



Coffee Shop



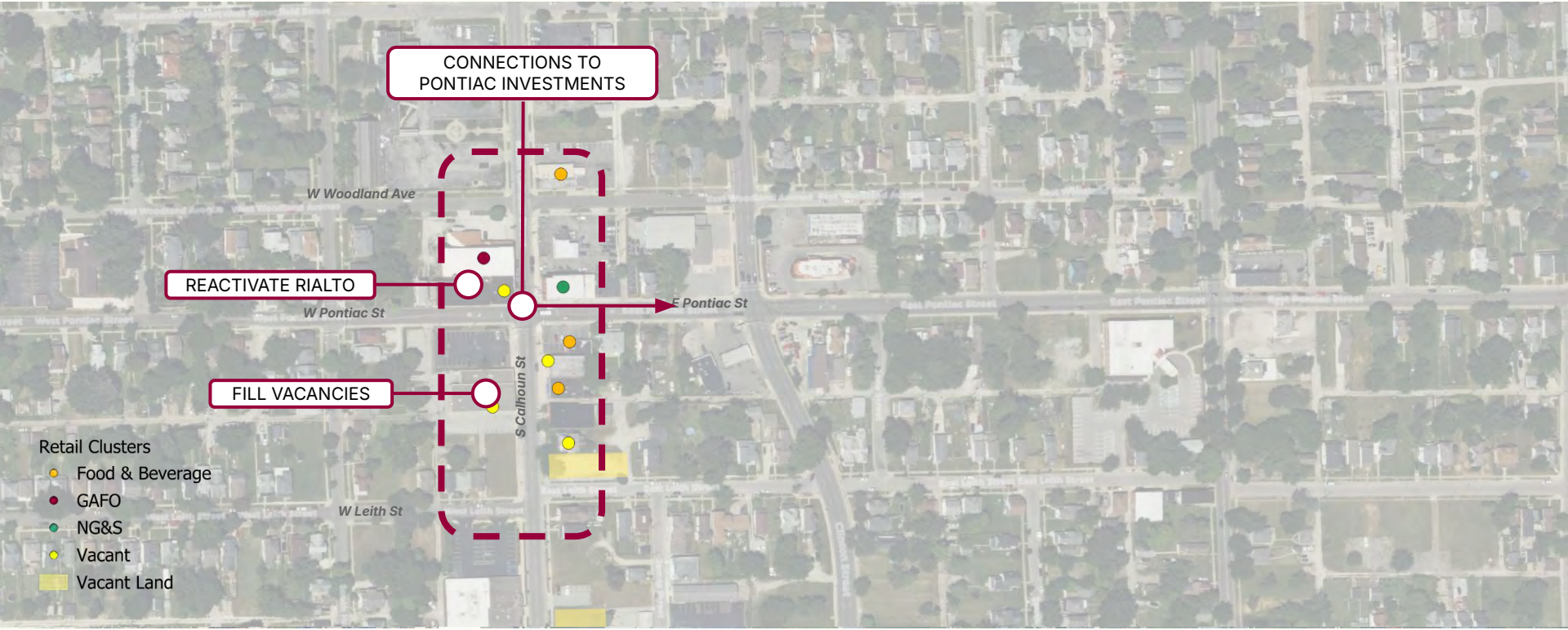
Fitness Club



Nail Salon

Neighborhood Serving Core

SOUTH CENTRAL
CALHOUN STREET



Place Management & Investment

SOUTH CENTRAL
CALHOUN STREET



The Lake Street Council Hosts Grand Opening of a New Clinic, Minneapolis, MN

AndAccess x SEED Fort Wayne

Create a Business Group or Association

SHORT-TERM

- Establish business group or association
- Strengthen outreach and support for diverse entrepreneurs

MID-TERM

- Align property owners and businesses around shared goals
- Pursue a clean and safe strategy
- Support Rialto Theater's reactivation

Activate Underutilized/Vacant Parcels

MID-TERM

- Catalyze and incentivize alternative retail models
- Incentivize vacant storefront activation and reinvestment in existing occupied spaces
- Fill retail gaps in grocery, entertainment, and F&B

LONG-TERM

- Investigate the feasibility of a culture or entertainment anchor
- Encourage infill development around priority nodes

Fort Wayne Retail Study

Placemaking

SOUTH CENTRAL
CALHOUN STREET



Bronzeville Summer Nights, Chicago, IL

Create a Marketing and Programming Strategy

SHORT-TERM

- Leverage standout food and beverage tenants to strengthen district identity and storytelling

MID-TERM

- Develop a programming strategy

LONG-TERM

- Engage residents to foster a sense of ownership and increased patronage
- Revise the district's brand to celebrates Calhoun Street's historic charm and walkability while expanding its geographic identity as surrounding blocks redevelop.
- Install branded gateway signage

Placemaking



Principles for Good Urban Design Plan, New York, NY

Improve Urban Design

MID-TERM

- Coordinate targeted building code inspections with façade improvement grants

LONG-TERM

- Develop a corridor plan that balances business growth with neighborhood priorities
- Study and invest in stronger connections to Pontiac Street investments
- Reinforce connection to Reservoir Park through urban design and signage interventions

Note, the SE Strategy included recommendations ot connect to Reservoir Park and to Pontiac Street from

SOUTHEAST STRATEGY UPDATE

Calhoun St Recommendations

SOUTH CENTRAL
CALHOUN STREET

Quick Wins / Small / Low Hanging Fruit

- Create a business group or association
- Create a marketing and programming strategy

Mid-term Strategies

- Activate Underutilized/Vacant Parcels
- Improve urban design

Long-term

- Encourage infill development
- Activate Alleys

DEVELOPMENT OPPORTUNITIES

SOUTH CENTRAL
CALHOUN STREET

Gateway Dining & Entertainment District

Challenges

- Limited residential density
- Mix of land uses and zoning districts
- Limited east/west connectivity

Opportunities

- Consolidated ownerships
  - Key Property Owners
    - Horizontal
    - A2Z Real Estate holdings
    - 2b Management
- Infill multi-family development, including parking lot conversions
- Test the feasibility of locating an anchor such as a music instrument museum



Source: Google Maps, Regrid (2025)

DEVELOPMENT OPPORTUNITY

SOUTH CENTRAL
CALHOUN STREET

Family-Friendly Neighborhood-Serving District

Challenges

- Limited redevelopment opportunities
- Walgreens parking lot as a physical barrier to pedestrian connectivity to Reservoir Park

Opportunities

- Leverage strategic anchors - Walgreens and Reservoir Park
- Strategic investment in in-line retail spaces
- Urban design and signage opportunities at W Taber to reinforce connection to park
- Consolidated ownerships
    - Key Property Owners
        - Kaufmann
        - Pontiac/Brown



Source: Google Maps, Regrid (2025)

DEVELOPMENT OPPORTUNITY

SOUTH CENTRAL
CALHOUN STREET

Neighborhood-Serving Core

Challenges

- Limited opportunity for a contiguous retail experience
- Limited residential and employee density

Opportunities

- Blue Jacket and Iglesia Cristiana Getsemani as anchors
- Rialto Theater as a catalyst
- Connecting to Pontiac investment to the east



Source: Google Maps, Regrid (2025)


EAST STATE
Village

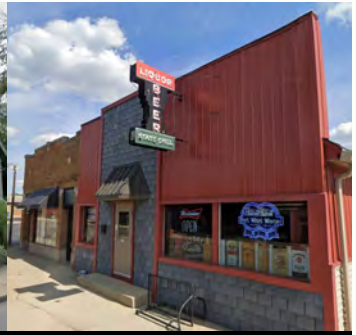
History & Context

HISTORIC NORTHEAST
EAST STATE VILLAGE

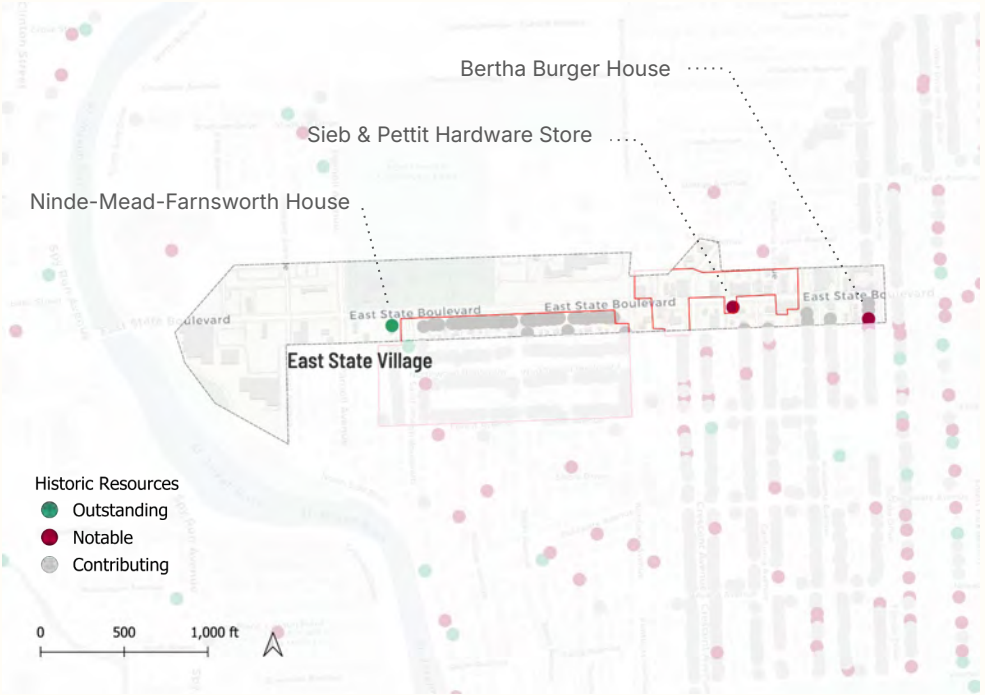
Historic homes create a unified feel along the south edge of Northside Park, and a commercial area to the east includes a notable structure.



Ninde-Mead-Farnsworth House



Sieb & Pettit Hardware Store



East State Village Opportunity Framework

HISTORIC NORTHEAST
EAST STATE VILLAGE



Improve Safety, Access & Walkability

Speeding, parking availability, and unsafe crossings limit comfort and visibility. A 3-lane design, better crosswalks, protected bike lanes, and clear parking can make East State Blvd safer and more inviting for everyone.

Beautify the Corridor & Strengthen Identity

A coordinated beautification push—trees, murals, planters, and signage—can transform East State Village from concrete-heavy to cohesive and welcoming, restoring neighborhood pride and historic charm.



Activate Properties & Vacant Public Spaces

Underutilized properties and empty lots can be activated year-round as vibrant plazas, pop-up markets, or event hubs.

Build Collaboration & Community Life

After years of planning fatigue, residents want action. A "Village" business group and revived community events can unite local voices, drive progress, and sustain East State Village's unique energy.

Expand Dining, Retail & Everyday Destinations

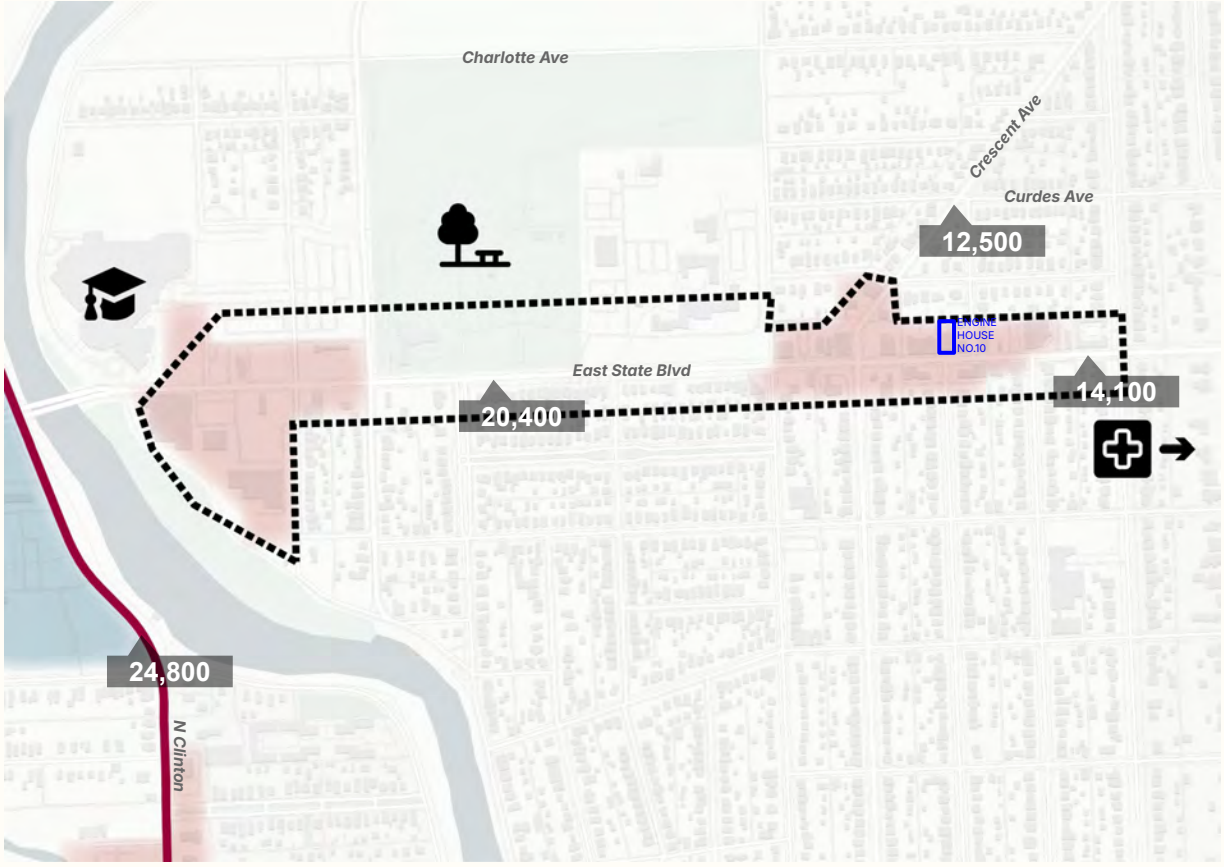
Diversifying food and retail options can create a true "village" destination for family life and local gathering.

Physical Conditions

HISTORIC NORTHEAST
EAST STATE VILLAGE

Anchored to the east of St Joseph River, the East State Village study area's retail conditions are defined by several characteristics:

1. Bifurcation by Northside Park
2. Historic building stock
3. Fast traffic
4. Mix of residential and commercial zoning



Source: Esri Business Analyst, City of Fort Wayne, (2024)

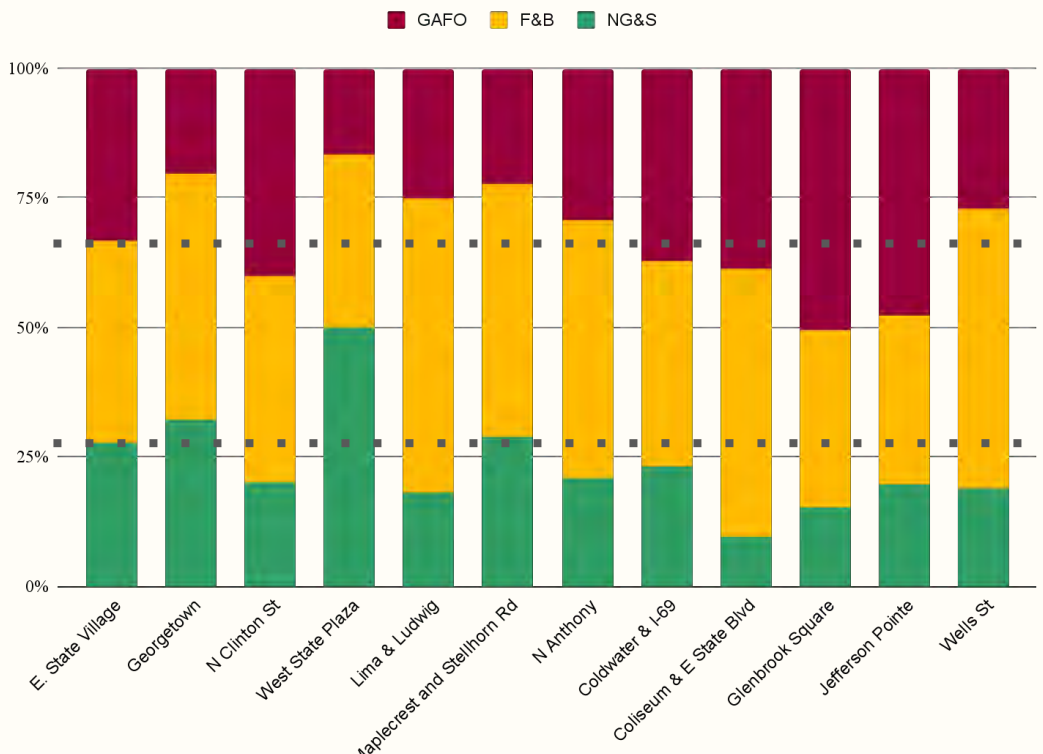
Inventory at Competitive Nodes & Corridors

HISTORIC NORTHEAST
EAST STATE VILLAGE

East State Village has a well diversified tenant mix. The highly competitive environment creates a need for market differentiation.

Few retail gaps exists along East State, except for:

- Large-format grocery
- Diversified F&B options (e.g., bars, fast casual restaurants)
- Expanded GAFO options



Source: Google Maps, Regrid (2025)

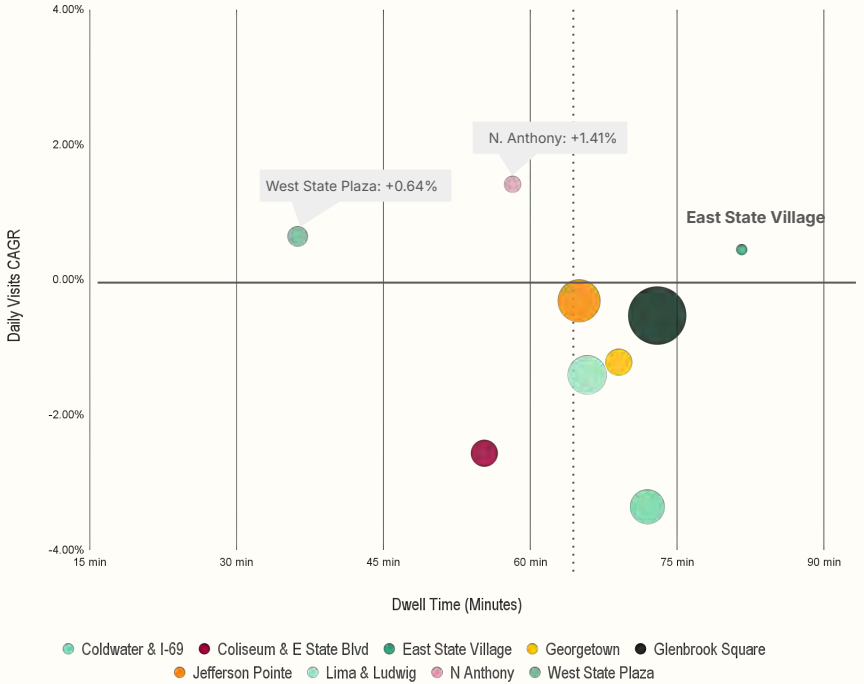
Performance Across Competition

HISTORIC NORTHEAST
EAST STATE VILLAGE

While East State shows an increase in Daily Visits, **N. Anthony competes with a much higher growth rate in Visits** along with more absolute visits. However, Dwell Time in competitive corridors is shorter than in East State Village.

N. Anthony district is home to The Garden where a night market is activated on summer Wednesdays. Additionally, this node benefits from the presence of a trailhead that connects directly to the Rivergreenway Trail. Additionally, West State Plaza's growth in recent years (CAGR) may stem from its proximity to the north section of the well-programmed Wells Street corridor.

Change in Annual Daily Visits and Dwell Time at East State Blvd, 2018 - 2025



Source: Google Maps, Regrid (2025)

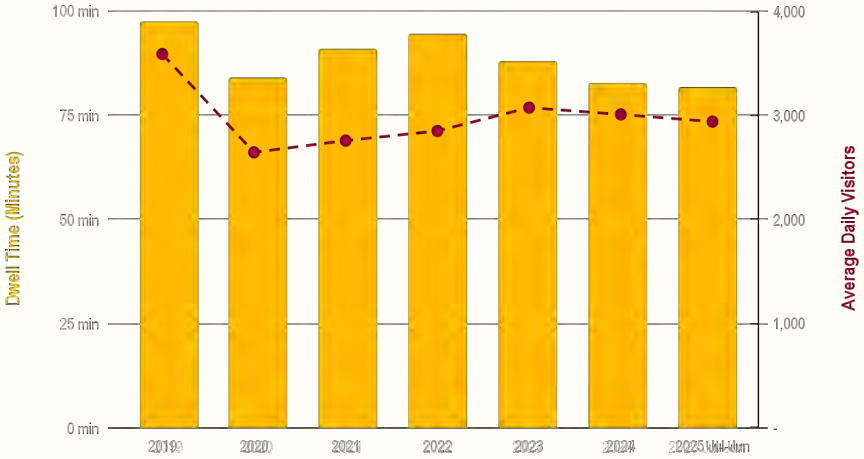
Visitation Analysis

HISTORIC NORTHEAST
EAST STATE VILLAGE

East State Village hosts fewer out-of-district visits than competing districts. However, **visits to East State Village (82 min) tend to be fairly long, attributing to its mix of retail offerings making for meaningful trips.**

East State Village has a wider catchment than its closest competitors. Additional programming and fixed placemaking enhancements will bolster the success of retail tenants by capitalizing on a customer-base that already travels further and dwells for longer than the averages.

Average Annual Daily Visits and Dwell Time at East State Blvd,
2018 - 2025



Node	2025 Daily Visits	2025 Catchment	2025 Dwell Time	Daily Visits CAGR ('18-'25)	2024 Traffic Count
East State	2,940	4.75 mi	82 min	+0.44%	20,400
N. Anthony	2,536	4.40 mi	58 min	+1.41%	12,018
West State Plaza	3,645	2.46 mi	36 min	+0.64%	10,943

Source: Placer (2025), City of Fort Wayne, IN (2024)

East State Competition

HISTORIC NORTHEAST
EAST STATE VILLAGE

Of East State Blvd's top competitors, **N. Anthony exhibits the strongest presence of place management and strong visitation**.

Narrow lanes and wide sidewalks make East State Village unique among highlighted competitors. There is also an active coalition of organizations that are working in the district. N. Anthony's programming, such as activations at The Garden, helps to draw repeat visits. East State Village can benefit from a strong corridor identity and programming to further bolster the district brand.

	East State Village	N. Anthony	West State Plaza
Urban vs Suburban Form	Urban	Suburban	Suburban
Includes Placemaking elements	Y	**Y**	N
Caters to residents	Y	Y	Y
Caters to visitors	N	Y	N
Caters to employees	N	N	N
Place management	N	**N (has some programming)**	**N (has some programming)**
Above Avg Vehicle Traffic	Y	Y	N

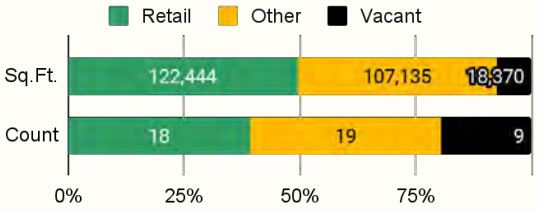
Source: Placer (2025), City of Fort Wayne, IN (2024)

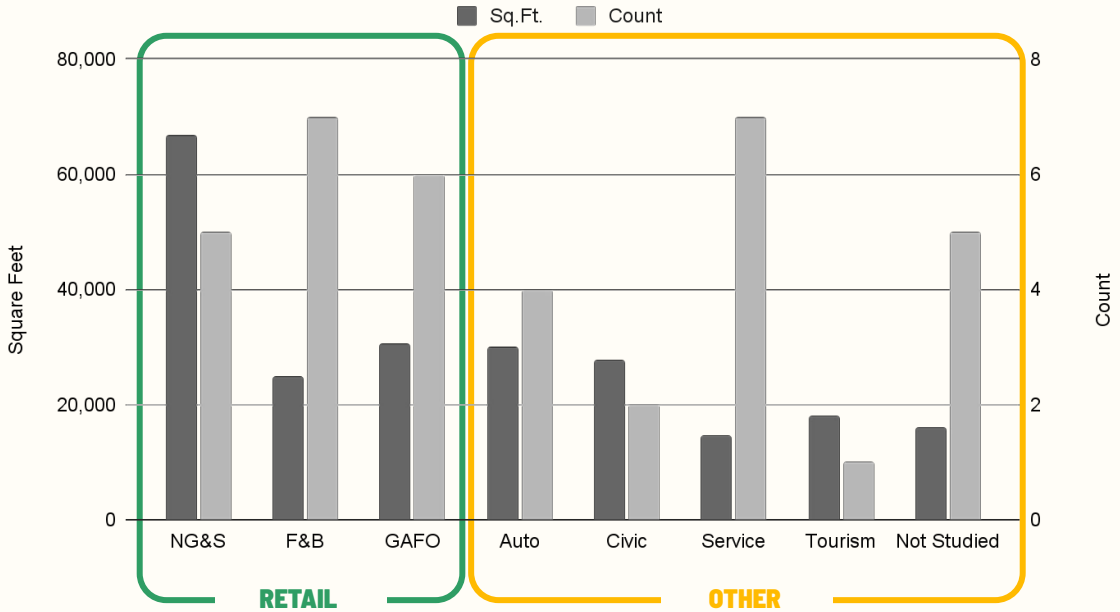
Retail Inventory

HISTORIC NORTHEAST
EAST STATE VILLAGE

Retail space accounts for nearly 50% of all commercial space along the corridor by count and square footage.

Neighborhood Goods & Services (NG&S) businesses occupy majority of retail occupied space, although the district has a notable mix of Food & Beverage (F&B) and General Merchandise (GAFO) businesses.





Source: Google Maps, Regrid (2025)

Visitor Favorites

HISTORIC NORTHEAST
EAST STATE VILLAGE

Auto establishments account for **over 46%** of visits to East State Village over the latest 12 month period. However, **dining establishments** also represent another **32%** of visits.

The top-visited Marathon gas station accounts for almost as many visits as all F&B establishments (45,449) in the top 12 most visited establishments, representing an outsized draw among East State Village's other establishments.

Name	# Visitors	Retail Cluster
Marathon Petroleum	45,286	Auto
Klemm's Candlelight Cafe	22,747	F&B
Kelley Automotive Body Shop	16,734	Auto
The Village Tap	15,709	F&B
Layla's Thrift store	11,537	GAFO
State Bar	6,993	F&B
The Rcade Comics and Collectibles	6,815	GAFO
S&V Liquors State	5,761	NG&S

Source: Placer(2025)

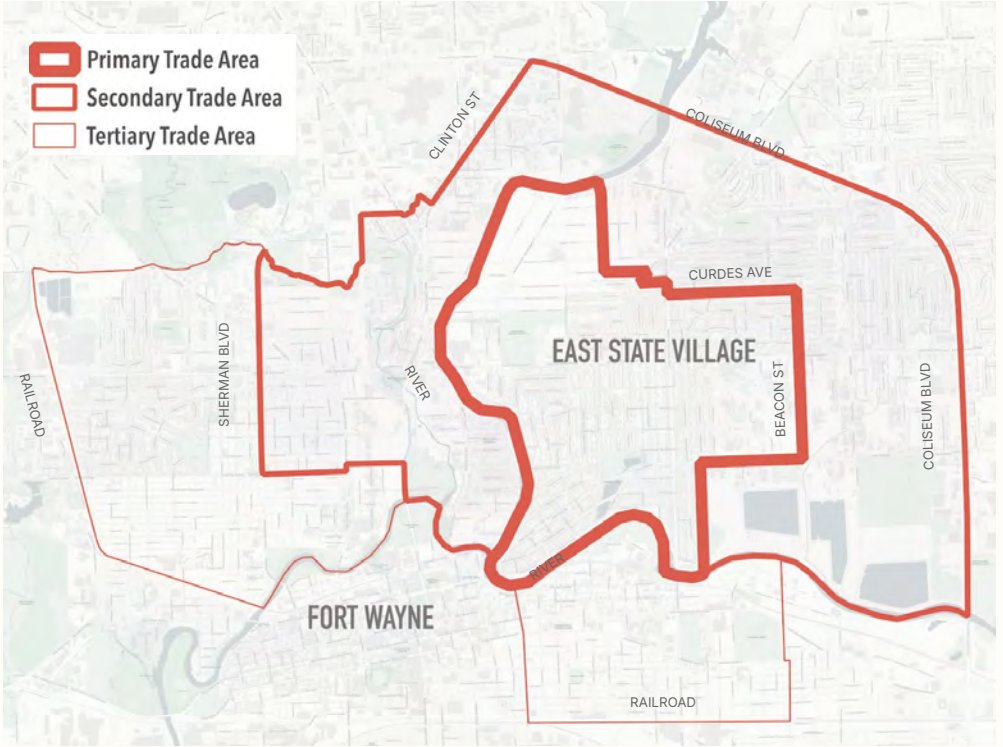
Trade Areas of East State Village

HISTORIC NORTHEAST
EAST STATE VILLAGE

East State Village attracts a range of customers while responding to the local competitive context.

Retail trade areas are geographies that represents where retailers can pull customers from. The region near East State has experienced nearly **over 300 additional residents since 2010,** a compound annual growth rate of 0.1%.

Geography	PTA	STA	TTA	Fort Wayne
Population	10.3 K	14.0 K	10.6 K	268.7 K
Households	4.7 K	6.1 K	4.5 K	110.9 K
Avg HH Size	2.21	2.18	2.32	2.42
Pct Bacc. Degree or Higher	35%	22%	14%	30%
Median HH Income	$58 K	$45 K	$45 K	$60 K



Source: Esri Business Analyst (2025)

Retail Demand

HISTORIC NORTHEAST
EAST STATE VILLAGE

Unmet demand for local establishments exist across all categories, denoting opportunities to increase tenant mix or improve sales volumes for existing businesses.

Food & Beverage (F&B) establishments can continue to drive the neighborhood's positioning as a dining destination.

NEIGHBORHOOD GOODS & SERVICES (NG&S)

17 k

SQUARE FEET
UNMET DEMAND

FOOD & BEVERAGES (F&B)

18 k

SQUARE FEET
UNMET DEMAND

GENERAL MERCHANDISE (GAFO)

2 k

SQUARE FEET
UNMET DEMAND

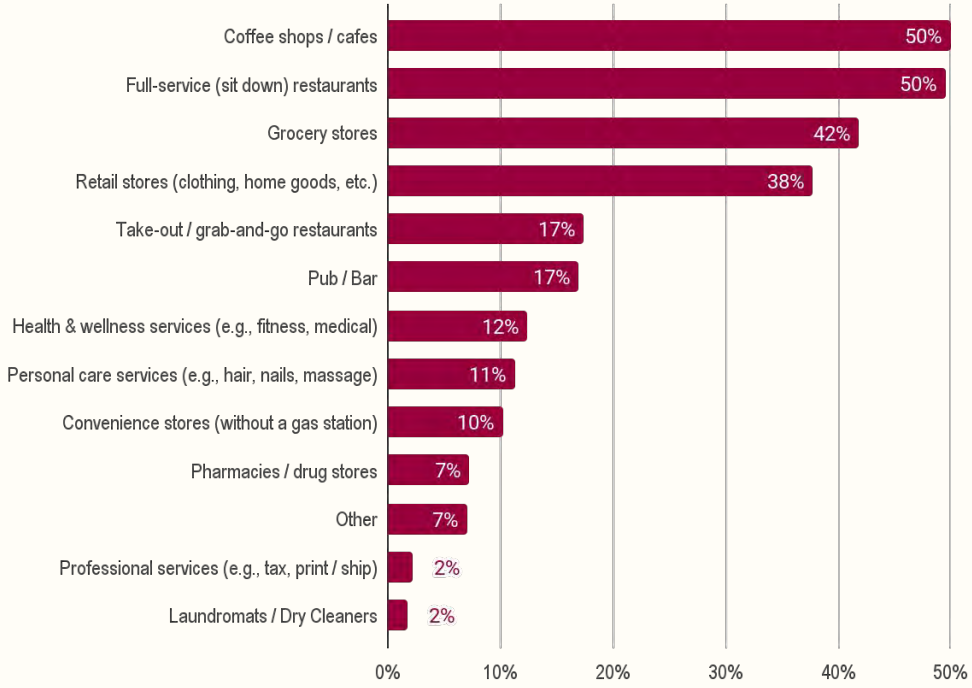
Source: Esri Business Analyst, Bureau of Labor Statistics, ReGrid, ICSC (2025)

Businesses and Services Desired by Residents

HISTORIC NORTHEAST
EAST STATE VILLAGE

Residents are most interested in seeing Cafes, Restaurants, and Grocery Stores.

When asked what types of businesses or services they'd like to see more often, residents report the greatest preference for cafes, sit-down restaurants and grocery stores. They report the least interest in more neighborhood goods and services, such as laundromats/dry cleaners, professionals services, and pharmacies/drug stores.

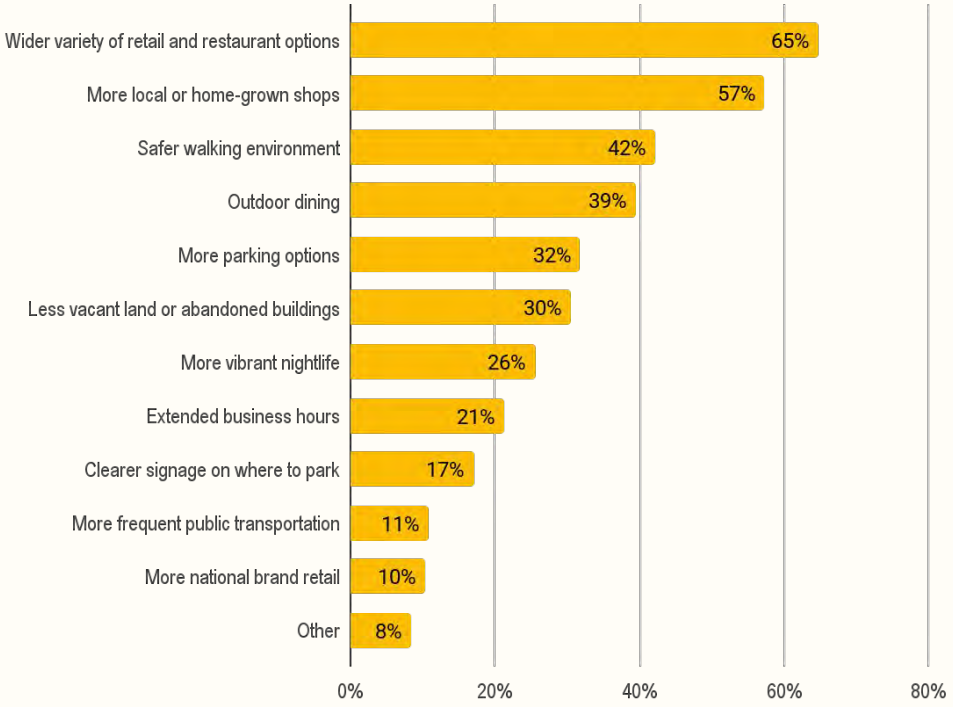


Drivers for More Frequent Visits

HISTORIC NORTHEAST
EAST STATE VILLAGE

Residents are most likely to visit more frequently if there were a wider variety of retail options increased safety.

When asked would encourage more frequent visitation, residents report a wider variety of local retail and restaurant options, outdoor dining, increased safety, and more parking options. They report that more national retailers and public transportation would be less effective drivers.

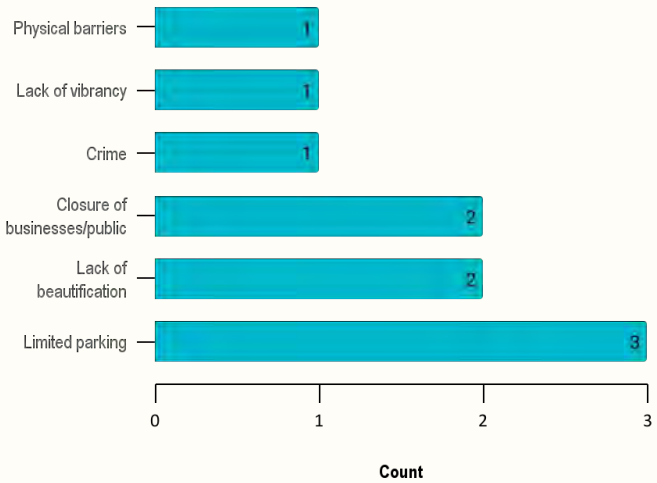


Business Owners' Challenges

HISTORIC NORTHEAST
EAST STATE VILLAGE

Business Owners see the greatest challenge as limited parking, lack of beautification, and closure of neighboring businesses.

Top neighborhood challenges:



NEIGHBORHOOD FINDINGS

Highlight: This corridor has fewer businesses, however the owners are optimistic about growth. As in other districts, physical environment and placemaking improvements are desired corridor improvements

Top neighborhood challenges:
- Traffic speeds & pedestrian safety concerns
- Lack of beautification
- Parking shortages

OPERATIONAL FINDINGS

Highlight: East State Village respondents feel good about revenue growth and stability for their businesses. They score stability at 4.0/5.

Top operational challenges:
- Limited access to customers
- Insufficient capital
- Rising costs (employees, rents)

Supports Needed: Lease/contract support is mentioned just as often as marketing support as the most important.

Resident Preference for Key Recommendations

HISTORIC NORTHEAST
EAST STATE VILLAGE

Majority of residents support initiatives to transform alleyways into vibrant assets, resolve parking challenges, and invest in the district's signature events and sense of identity.

83% *support*

Alleyway Transformation

Enhance the alley with lighting, art, seating, and events to create a vibrant, welcoming pedestrian experience.

70% *support*

District Identity and Signature Events

Launch a recurring festival or market to showcase local businesses, attract visitors, and strengthen East State Village's identity.

77% *support*

Parking Perceptions & Realities

Coordinate and sign shared parking among businesses to improve access, reduce confusion, and support customer convenience and growth. Launch additional feasibility studies to revolve challenges

59% *support*

Brand Identity & Marketing

Form an organization to coordinate marketing, recruit businesses, manage events, and attract investment for East State Village.

Resident Survey Findings

HISTORIC NORTHEAST
EAST STATE VILLAGE

1. Improve Safety, Lighting & Cleanliness

- Safety and appearance were top priorities across responses.
- Residents cited concerns about speeding, late-night activity, and poor lighting—especially near State & Crescent and behind the library.
- Suggestions included increased police presence, cleaner sidewalks and alleys, and consistent maintenance to make the area feel safe and welcoming.

2. Expand Dining, Retail & Grocery Options

- Strong demand for sit-down restaurants, bakeries, cafés, and small local shops.
- Repeated calls for a neighborhood grocery store, year-round farmers market, or food co-op to address food access gaps.
- Residents prefer locally owned businesses over dollar stores or gas stations, emphasizing a need for balance between affordability and quality.

3. Strengthen Walkability, Access & Bike Connectivity

- Many want slower traffic, better crossings, and a safer environment for pedestrians and cyclists.
- Frequent suggestions to reduce lanes from four to three, add protected bike lanes, and enhance ADA accessibility.
- Residents emphasized the importance of linking the corridor to nearby neighborhoods, parks, and the River Greenway.

4. Beautify the Corridor & Reinforce District Identity

- The corridor's look and feel matter—many described East State as "run-down" or "uninspired."
- Residents want more trees, planters, murals, and consistent signage to reflect neighborhood pride and charm.
- Several mentioned keeping the historic character while introducing modern touches like lighting and public art.

5. Activate Corners & Vacant Properties

- The intersection of State & Crescent was repeatedly identified as a "gateway" that needs reinvestment.
- Residents suggested transforming vacant or underused lots (such as the old liquor store and auto sites) into plazas, vendor halls, or anchor spaces with outdoor seating and food trucks.
- Activating these corners was seen as key to reestablishing a visible, walkable heart for the corridor.

6. Support Small Businesses & Storefront Improvement

- Calls for façade improvement programs, flexible financing, and marketing support to help existing businesses thrive.
- Residents noted that some storefronts look abandoned even when open, creating a negative impression.
- Participants suggested clear signage standards, shared promotions, and technical assistance to boost business visibility and success.

Resident Survey Findings

HISTORIC NORTHEAST
EAST STATE VILLAGE

7. Reinvest in Public Spaces & Community Gathering Areas

- Desire for more public seating, plazas, and kid-friendly spaces where families can gather.
- Ideas included outdoor dining, live music, and small events near the library or in underused parking lots.
- Respondents also supported bringing back community events like farmers markets and block parties to keep energy consistent year-round.

8. Enhance Accessibility & Inclusion

- Many comments focused on making East State more accessible to everyone—especially people with disabilities.
- Requests included smoother sidewalks, better curb ramps, tactile crossings, and lighting that supports visibility and safety for low-vision users.
- Residents emphasized that an inclusive corridor design signals community pride and hospitality.

9. Strengthen Collaboration & Local Leadership

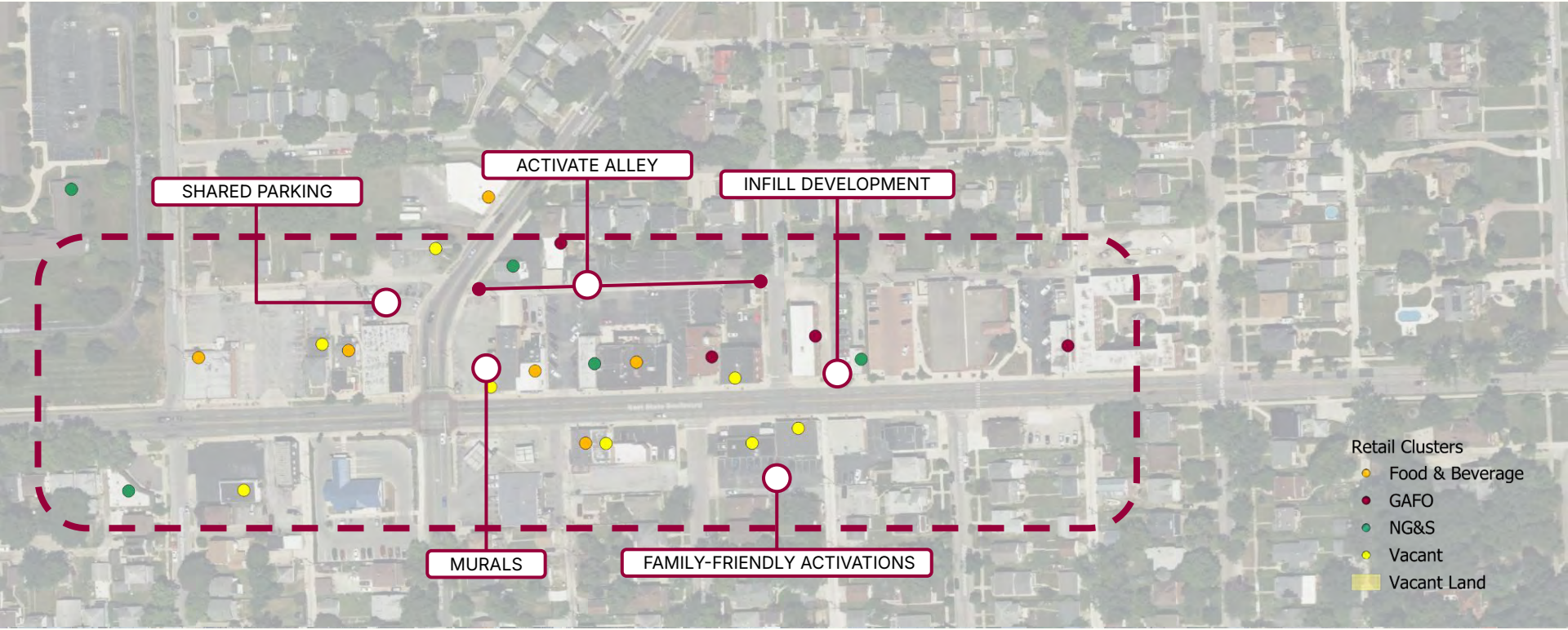
- Residents called for stronger coordination among business owners, property owners, and the City.
- Several supported forming a local business association or “village” group to champion the corridor, plan events, and guide future improvements.
- This coordination was seen as essential for sustaining investment beyond one-time projects.

10. Celebrate Local Character & Cultural Identity

- People expressed pride in the East State neighborhood’s history, architecture, and community feel.
- They urged the City to build on this identity through local art, cultural events, and branding that reinforces the “Village” name.
- Residents want improvements that feel authentic—modern yet rooted in the area’s small-scale, family-oriented charm.

Priority Node

HISTORIC NORTHEAST
EAST STATE VILLAGE



Place Management & Investment

HISTORIC NORTHEAST
EAST STATE VILLAGE



Colfax Ave BID hosts Colfax Ave Cleanup, Denver, CO

Create a Business Group or Association

SHORT-TERM

- Establish a dedicated, district-wide place management organization

MID-TERM

- Align property owners and businesses around shared goals

Create a marketing and programming strategy

SHORT-TERM

- Craft a distinct marketing strategy from other districts
- Develop a programming strategy featuring recurring monthly and annual activations

MID-TERM

- Cross-promote the corridor as a go-to dining and entertainment destination before and after local events

Resolve Parking Challenges

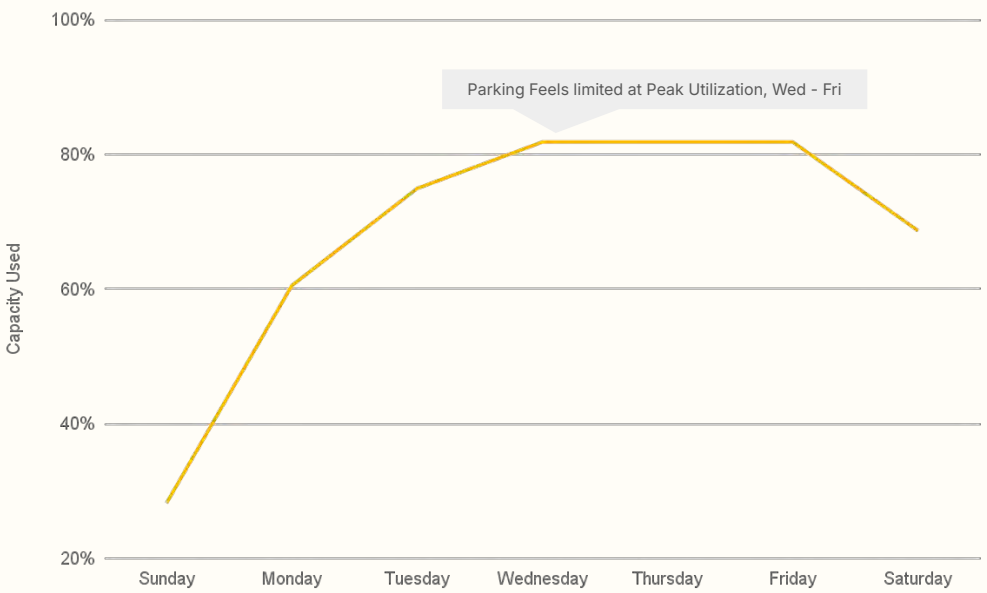
MID-TERM

- Evaluate the potential for a district-wide shared parking strategy
- Enhance parking wayfinding

Although, there is technically enough parking to meet business needs, it feels limited during midday (3p to 4p) when over 80% of spaces are occupied.

Clusters of high-traffic businesses experience the most strain—suggesting the need for further study.

Parking Utilization Throughout the Week at East State Blvd, 2025



Placemaking

HISTORIC NORTHEAST
EAST STATE VILLAGE

Activate Underutilized/Vacant Parcels

MID-TERM

- Activate underused lots into kid- and dog-friendly community spaces.
- Attract family-friendly businesses and fill unmet demand

LONG-TERM

- Develop a small area plan for the western node
- Study infill development opportunities

Improve Urban Design

MID-TERM

- Increase safe walkability: implement traffic calming strategies, expand sidewalks and add seating, and add crosswalks
- Implement a storefront lighting program
- Add streetscape beautification measures.
- Install murals in parking lots

LONG-TERM

- Transform the alley north of East State Boulevard between Crescent and California Avenues
- Improve wayfinding signage to direct visitors from key assets

Placemaking

Activate underutilized lotes into kid- and dog-friendly community spaces. (MID-TERM)



"The Porch" at 30th St Station, Philadelphia, PA



"The Porch" at 30th St Station, Philadelphia, PA

The Porch at 30th St Station, Philadelphia, PA

An underused parking area in Philadelphia was converted to a flexible public space with food trucks, pop-ups, seating, and daily programming.

Placemaking

Attract family-friendly businesses and fill unmet demand



Casual Restaurants



Kid-Friendly Entertainment



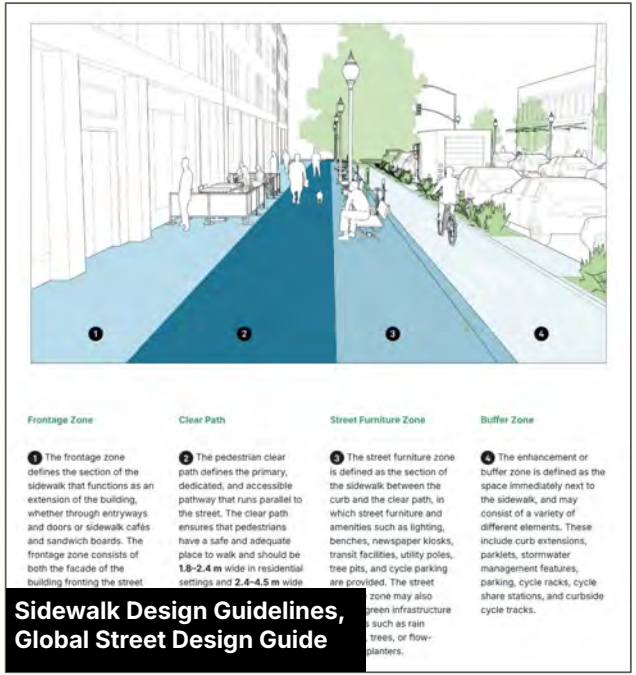
Coffee Shop / All-Day Cafe



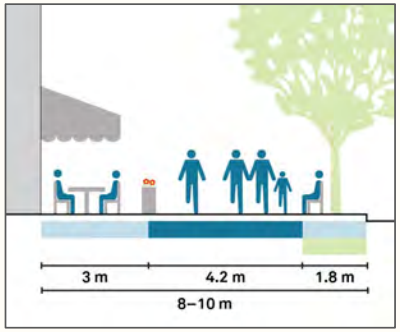
Boutique Apparel

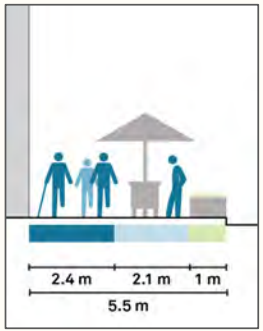
Placemaking

Increase walkability and Safety by calming traffic, adding crosswalks, and expanding sidewalks for cafe seating and the pedestrian experience.



Sidewalk Design Guidelines, Global Street Design Guide

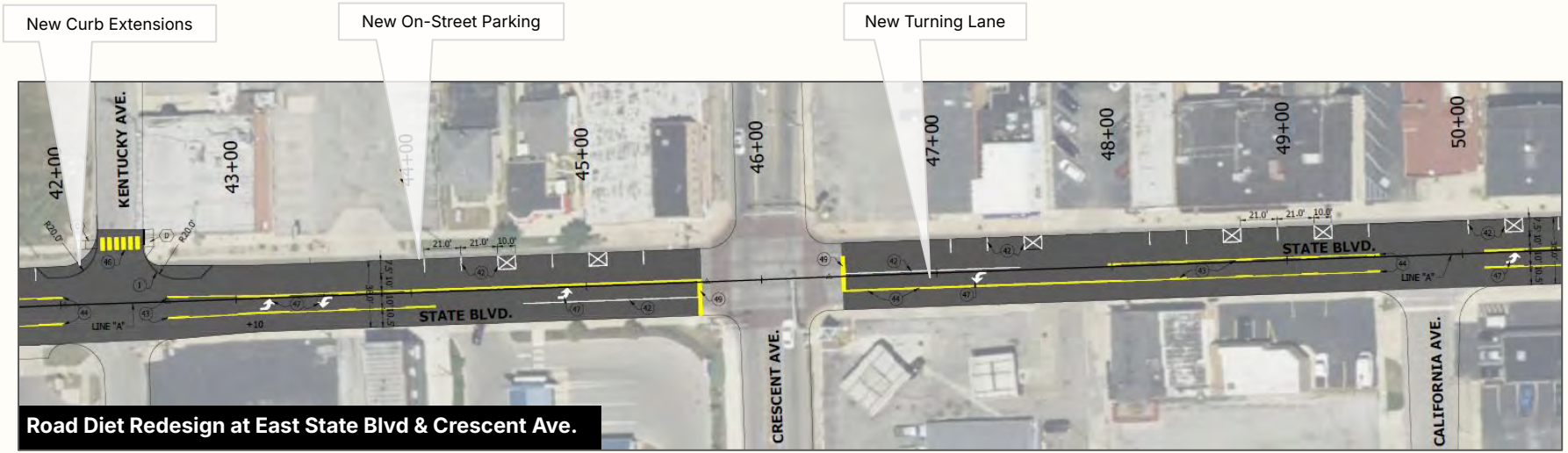




Global Street Design Guide

The Global Designing Cities Initiative created the Global Street Design Guide as a resource for civic leaders to transform car-centric public realms into safe, comfortable, pedestrian-oriented experiences.

REDESIGNING EAST STATE BLVD: A reduction in the number of lanes on East State Blvd, along with curb extensions, additional parking and other traffic calming measures, are poised to create a safer pedestrian environment.



Road Diet Redesign at East State Blvd & Crescent Ave.

Transform the alley north of East State Boulevard between Crescent and California Avenues (LONG-TERM)



Public Street Plaza in Portland, OR



Public Street Plaza in Portland, OR

PBOT's Public Street Plazas, Portland, OR

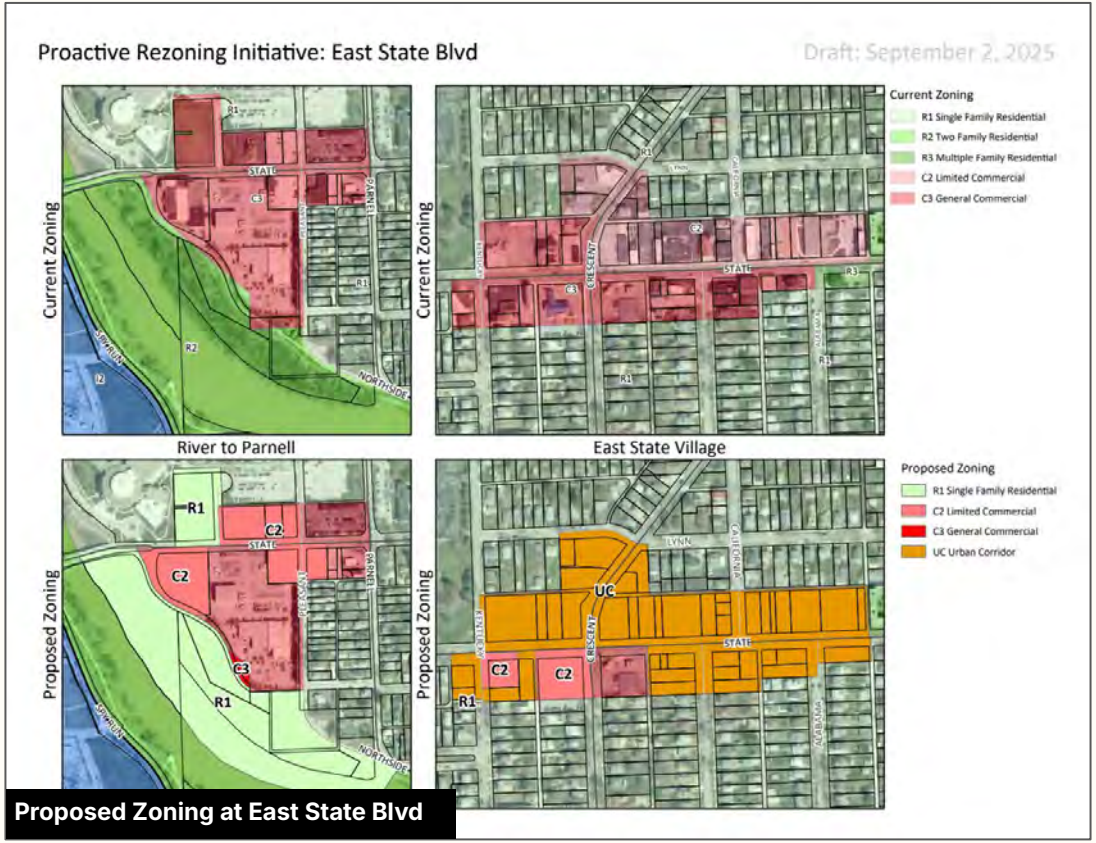
The Portland Bureau of Transportation launched the Public Street Plazas program to transform streets into pedestrian-centered community hubs.

Activate Underutilized/Vacant Parcels

LONG-TERM

- Develop a small area plan for the western node
- Study infill development opportunities

The new UC - Urban Corridor zoning at Fort Wayne will create new zoning laws that attempt to create pedestrian-scale environment. This new zoning will require little-to-no setback and buildings that are at least two-stories.



Proposed Zoning at East State Blvd

Citywide Recommendations

HISTORIC NORTHEAST
EAST STATE VILLAGE

Activate Underutilized/Vacant Parcels

SHORT-TERM

- Develop partnerships to support placemaking on private properties

MID-TERM

- Refine city tools to support the acquisition and disposition of strategic parcels
- Develop policies to identify and engage absentee property owners
- Develop a vacant space directory

Develop Place Management Organizations

SHORT-TERM

- Explore expanding the Fortify Program to support commercial district development
- Establish an engagement strategy to increase business input in neighborhood policy and planning decisions

Improve Construction Disruption Mitigation Programs

SHORT-TERM

- Engage business owners earlier during infrastructure planning

MID-TERM

- Expand the resources and impact of the city's construction disruption assistance programs
- Improve documentation of utility locations

Citywide Recommendations

HISTORIC NORTHEAST
EAST STATE VILLAGE

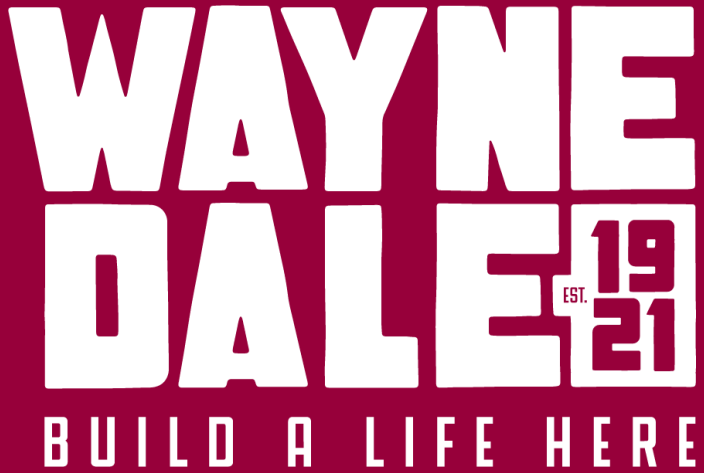
Expand Business Support Services

SHORT TERM

- Fund a retailer liaison city staff position to help businesses navigate government
- Develop industry-specific guides on how to open a business
- Develop partnerships to market individual businesses via online channels
- Develop marketing and legal/contract support programs
- Encourage more accessible funding
- Create a brick + mortar readiness training series
- Optimize facade grant accessibility (i.e., simplify application and identify reimbursement funding alternatives)

MID-TERM

- Create a commercial space pilot program
- Develop an engagement strategy to identify at-risk businesses and connect them with city resources
- Establish and fund a central organization to serve as the single/primary gateway for small business support referrals and resources
- Develop or expand business support programs, incentives, and funding to address unmet demand across the three study areas


WAYNE
DALE
EST.
1921
BUILD A LIFE HERE

History

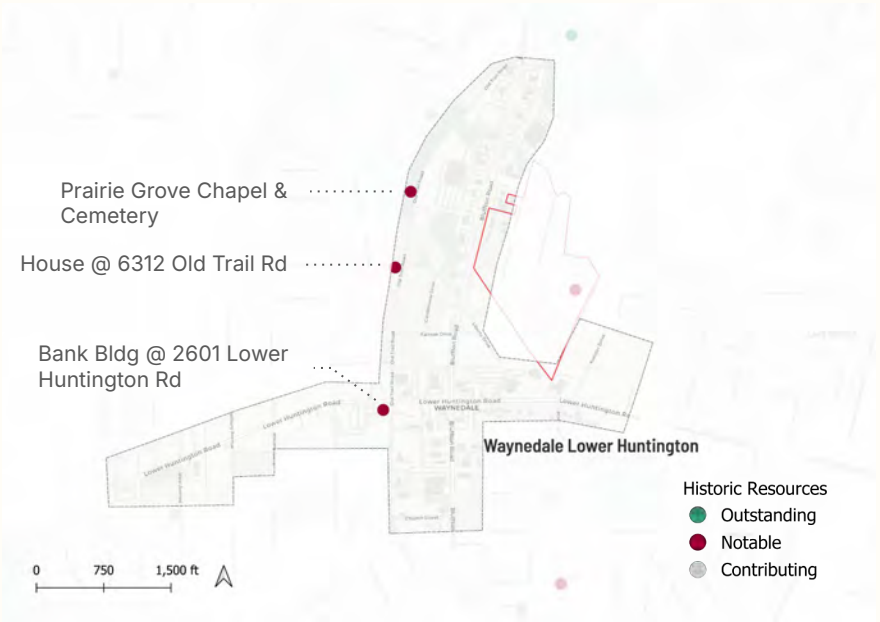
The area is relatively sparse in historic resources, but a chapel and cemetery provide an anchor in a largely suburban landscape



Prairie Grove Chapel



Bank Building @ 2601 Lower Huntington Rd



Waynedale Opportunity Framework

FORT WAYNE RETAIL STUDY

Expand Dining & Retail Offerings

Diversify food and retail options—cafés, discount retailers, and sit-down restaurants—to create a true community destination, outside of another strip of auto uses.

Align Development & Strengthen Community Identity

Guide growth that reflects Waynedale's small-town character and strong community pride into coordinated programming, leadership development, and a formal business network.

Strengthen Small Business Support

Boost business stability through marketing assistance, partnerships, and coordinated technical and financial support.

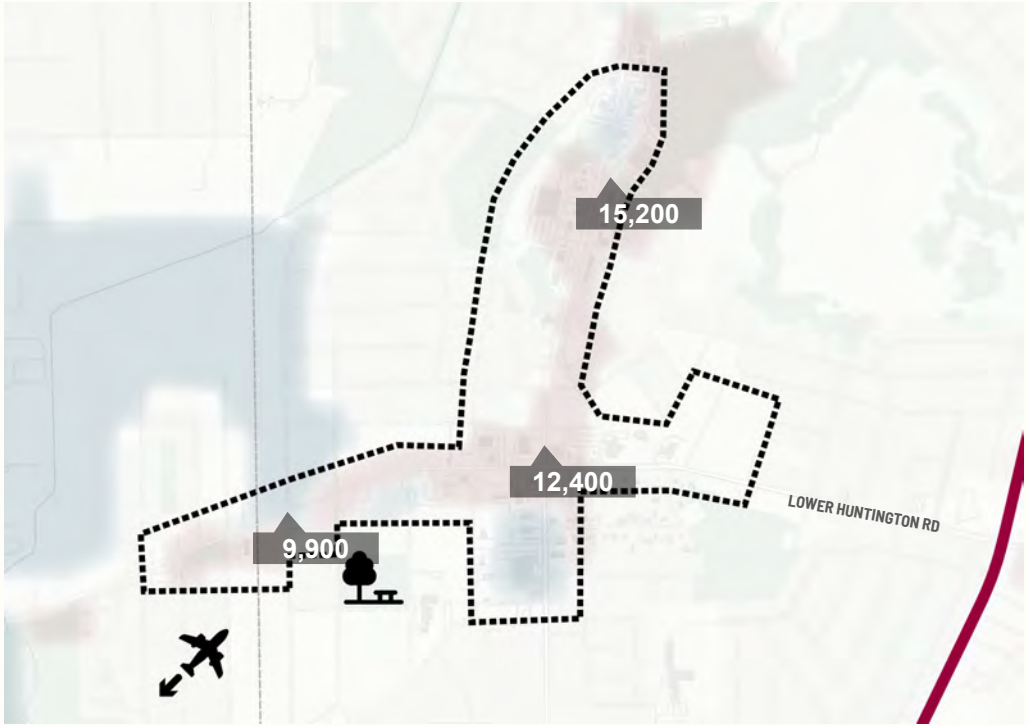
Beautify, Modernize & Improve Safety

Business, property, and streetscape improvements can make Waynedale cleaner, safer, and more inviting.

Physical Conditions

Located at the south west end of the city and less than 3 miles from the Airport, the Waynedale study area is characterized by:

1. Commercial oasis surrounded by residential, and industrial uses nearby
2. Modest traffic counts
3. Intersections where multiple commercial corridors converge
4. Mixed Suburban/Main Street retail typology



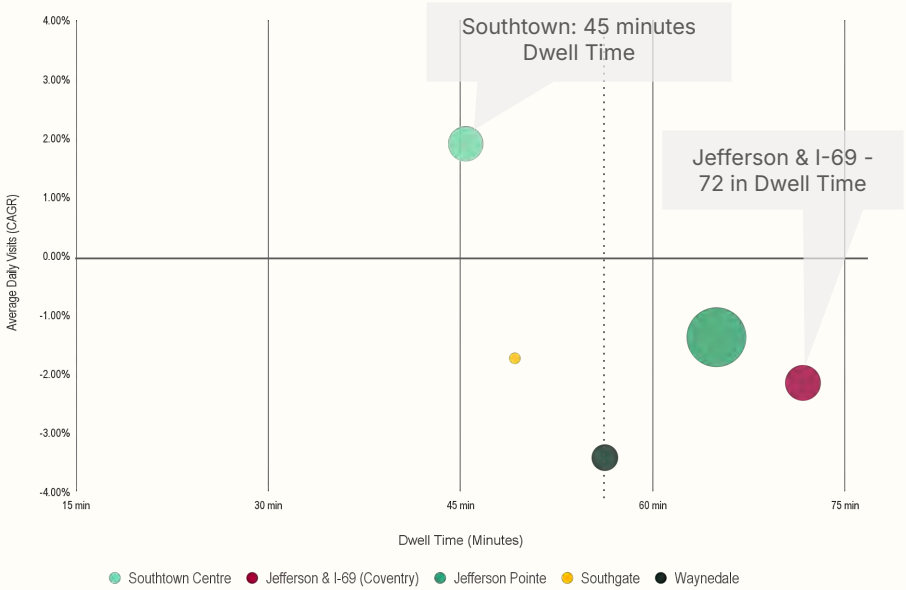
Source: Esri Business Analyst, City of Fort Wayne, (2024)

Performance Across Competition

Waynedale competition are southside-serving districts with **high access and diverse retail offerings** that allow visits to fulfill multiple needs in a single trip.

Southtown has a several similarities to Waynedale such as amount of visits and a relatively short dwell time. However, this area has experienced much higher growth in visits due to its ability to capture both essentials errands and merchandise focused trips. Jefferson & I-69 has experienced less growth. However, visits are longer due to access from I-69, the large visitor and employment center at Lutheran Hospital, and informal programming that is tied to the newly opened Liberty Mills Road Trail.

Average Daily Visits & Dwell Time for Waynedale Competition



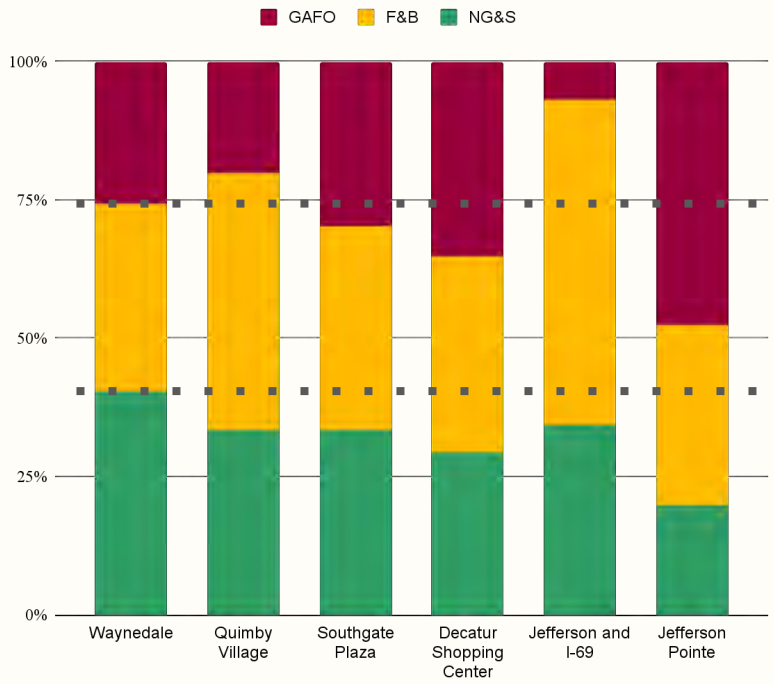
Source: Google Maps, Regrid (2025)

Inventory at Competitive Nodes & Corridors

Waynedale is strongest in NG&S, but leaves gaps across GAFO and F&B. The highly competitive environment creates a need for market differentiation.

Key gaps for Waynedale exist in:

- Diversified F&B options (e.g., formal, full-service restaurants, bakeries/confectionary)
- Expanded GAFO options (e.g., general merchandise, hobbies, apparel/footwear)



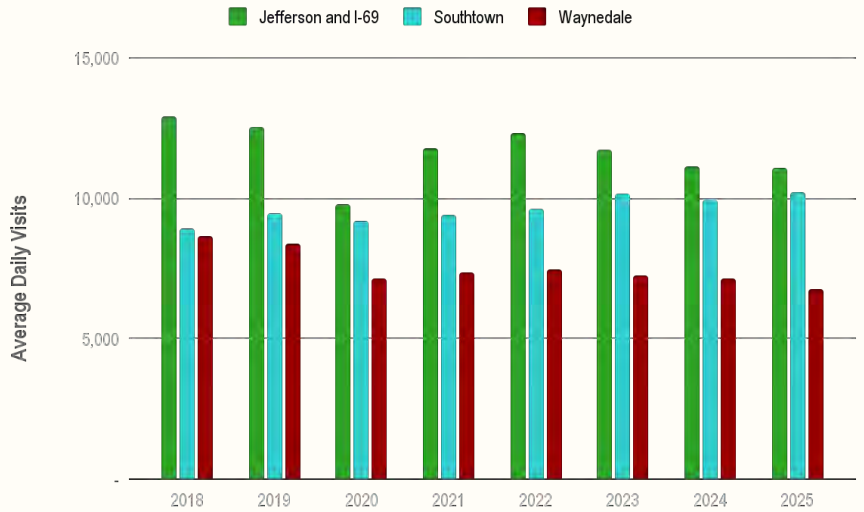
Source: Google Maps, Regrid (2025)

Visitation Analysis

With a decrease in visits, limited dwell time, and high vehicle traffic, **Waynedale has earned characterization as a commuter corridor, not a destination.**

Waynedale acts as a suburban pass-through for a far-reaching set of visitors. Although most visits are from within about five miles, there are significant amounts of visitors who from Bluffton and Decatur. However, visits are short. An increase in retail diversity will allow for more meaningful trips. Placemaking efforts will make each visit more interesting.

Average Daily Visits for Waynedale Competition, 2018 - 2025



Node	2025 Daily Visits	2025 Catchment	2025 Dwell Time	Daily Visits CAGR ('18-'25)	2024 Traffic Count
Waynedale	6,770	6.45 mi	56 min	-3.42%	15,200
Southtown	10,202	4.55 mi	72 min	0.02%	13,748
Jefferson & I-69	11,083	8.67 mi	45 min	-2.15%	35,490

Source: Placer (2025), City of Fort Wayne, IN (2024), INDOT (2024)

Waynedale Competition

Southtown Centre and Coventry at Jefferson & I-69 enjoy high visits due to their locations along busy highways. However, **retail diversification is the primary strength of these competitors.**

The primary competitors are suburban shopping centers characterized by 1-2 large parcels with large parking lots. Jefferson & I-69 also garners high visits do to the major medical hub nearby (Lutheran Hospital). Waynedale is unique, with a grid layout amongst several parcels with multiple entry points. This layout allows for sequestering placemaking activations away from the sections with the heaviest car traffic in order to provide a feeling of safety for visitors.

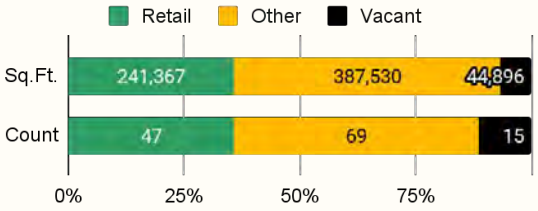
	Waynedale	Southtown Centre	Jefferson & I-69 (Coventry)
Urban vs Suburban Form	Suburban	Suburban	Suburban
Includes Placemaking elements	N	N	N
Caters to residents	Y	Y	Y
Caters to visitors	N	**Y**	**Y**
Caters to employees	N	N	Y
Place management	N	N	N
Above Avg Vehicle Traffic	N	N	**Y**

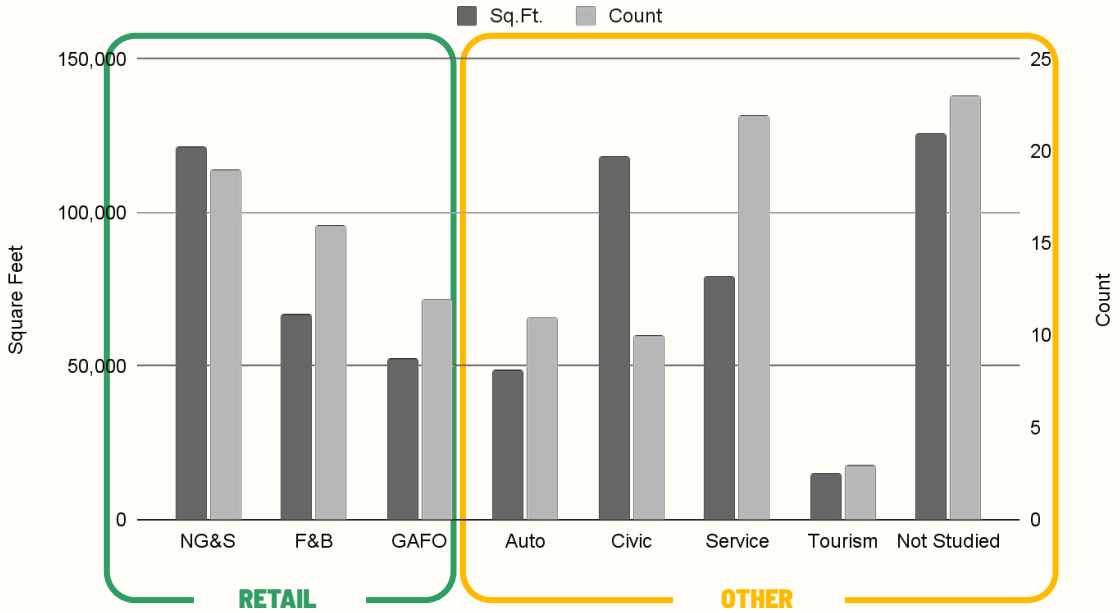
Source: Placer (2025), City of Fort Wayne, IN (2024)

Retail Inventory

Waynedale has a wide range of civic, professional, and technical services uses, dominating the corridors mix by count and square feet.

Retail-occupied space is primarily composed a Neighborhood Goods & Services (NG&S) and Fast-casual Food & Beverage (F&B).





Source: Google Maps, Regrid (2025)

Visitor Favorites

WAYNEDALE
LOWER HUNTINGTON

Waynedale's visitors are largely suburban dwellers that visit this area to take care of their daily needs at several **NG&S businesses** as well as dining establishments.

This study area is anchored by Kroger and the on-property fuel center which, combined, drew 149,374 visits in a 12 month period. Waynedale's geography benefits from its position between, but at a significant distance from, I-69 to the west, US-27 to the east, and I-469 to the south, along with a limited grocery options for residents in the southern portion of Fort Wayne Metro.

Name	# Visitors	Retail Cluster
McDonald's	105,764	F&B
Kroger	103,228	NG&S
Walgreens	58,203	NG&S
Arby's	56,890	F&B
Speedway	50,136	Auto
Kroger Fuel Center	46,147	Auto
Marathon	45,484	Auto
Hill's Meat Market	43,483	NG&S

Source: Placer (2025)

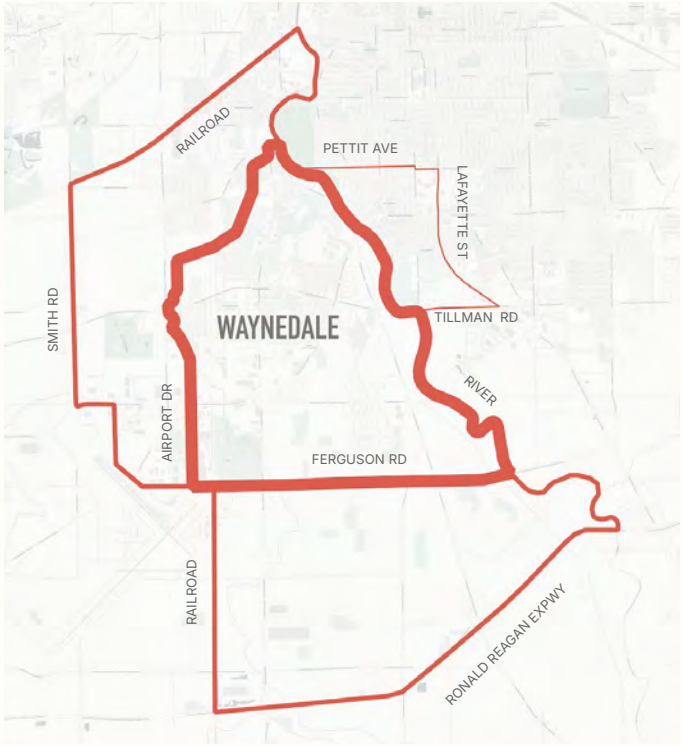
Trade Areas Of Waynedale

WAYNEDALE
LOWER HUNTINGTON

With the growth of Ft. Wayne's retail districts, especially those competing with Waynedale, a retail strategy that serves immediately surrounding customers results in the greatest opportunity for sustainability.

Retail trade areas are geographies that represents where retailers can pull customers from. The region near calhoun has experienced nearly **2,300 additional residents since 2010,** a compound annual growth rate of 0.4%. This is the same rate of growth that the city at large has experienced.

Geography	PTA	STA	TTA	Fort Wayne
Population	11.4 K	4.9 K	5.1 K	268.7 K
Households	5.4 K	2.1 K	2.0 K	110.9 K
Avg HH Size	2.09	2.27	2.49	2.42
Pct Bacc. Degree or Higher	18%	18%	19%	30%
Median HH Income	$53 K	$60 K	$55 K	$60 K

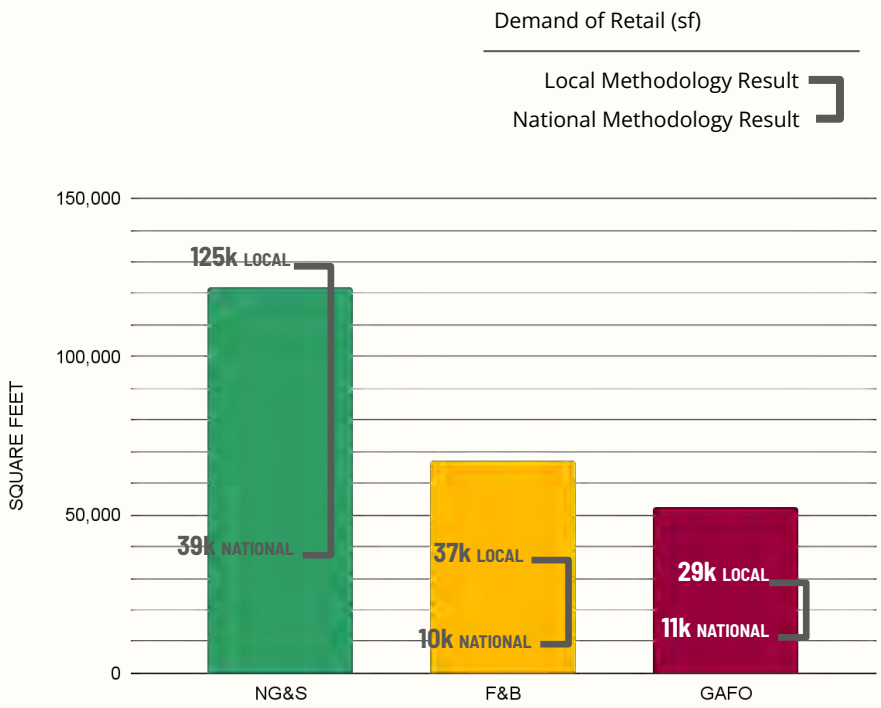


Source: Esri Business Analyst (2025)

Retail Demand & Gaps

Waynedale attracts customers from afar. Limited Demand in Waynedale across categories is characterized by dominance of national chains.

Some limited local demand is present for NG&S. Whereas, the supply of GAFO and F&B attracts spending from consumers that exceed estimates for what is demanded locally.



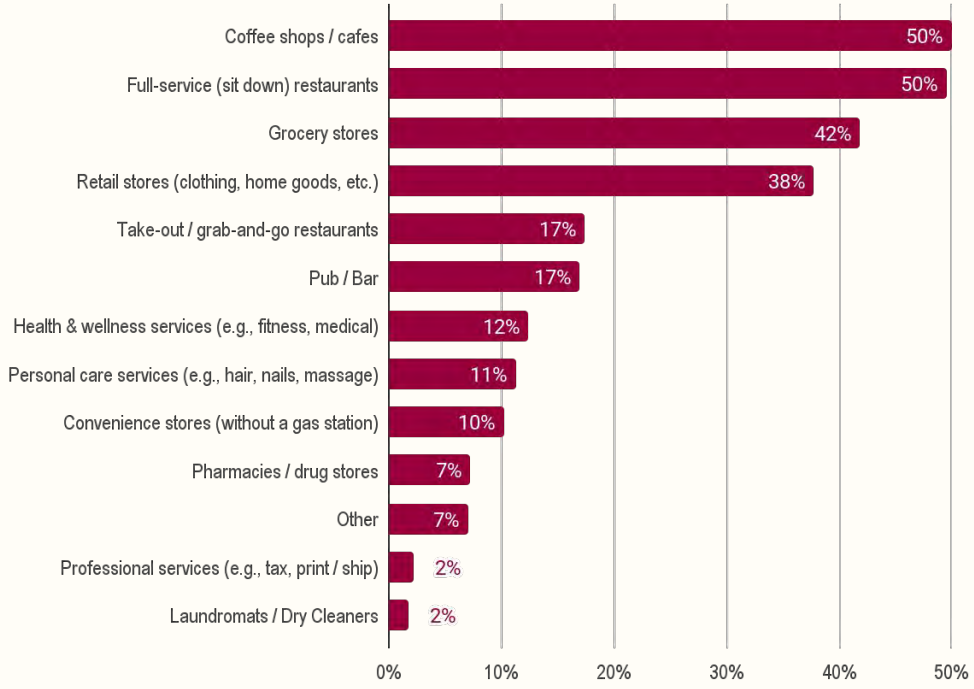
Source: Esri Business Analyst, Bureau of Labor Statistics, ReGrid, ICSC (2025)

Businesses and Services Desired by Residents

WAYNEDALE
LOWER HUNTINGTON

Residents are most interested in seeing Cafes, Restaurants, Grocery Stores, and General Merchandise Stores.

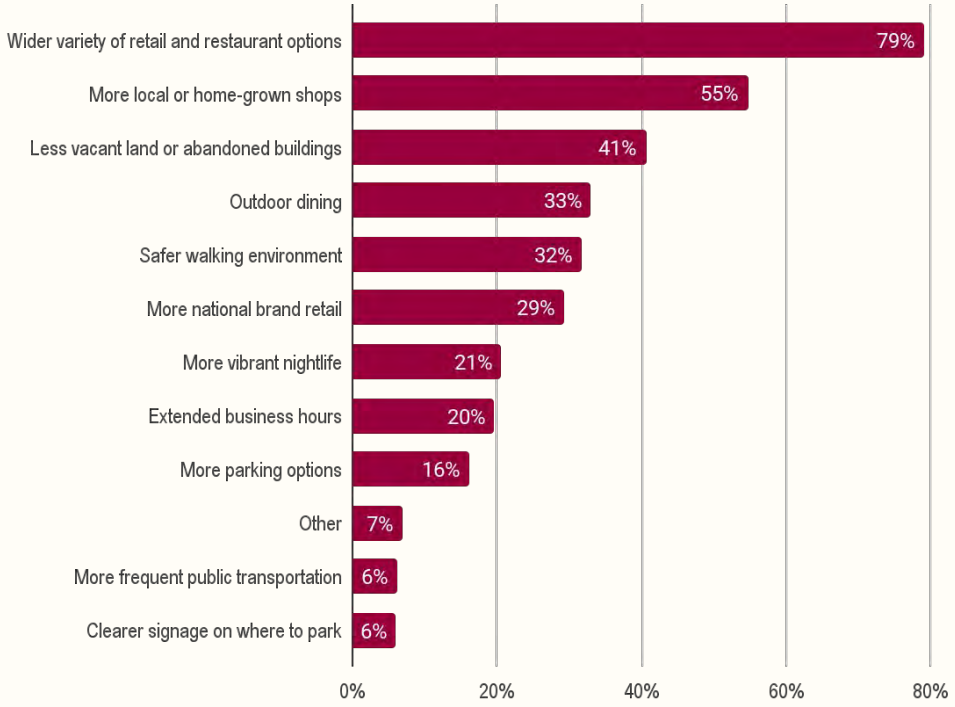
When asked what types of businesses or services they'd like to see more often, residents report the greatest preference for sit-down restaurants and grocery stores. They report the least interest in more neighborhood goods and services, such as laundromats/dry cleaners, professionals services, and pharmacies/drug stores.



Drivers for More Frequent Visits

Residents are most likely to visit more frequently if there were a wider variety of local retail options, less abandoned buildings, less vacant lots.

When asked would encourage more frequent visitation, residents report a wider variety of local retail and restaurant options and less vacancy/abandoned buildings. They report that more frequent public transportation, wayfinding for parking, more parking, and extended business hours are less effective drivers.

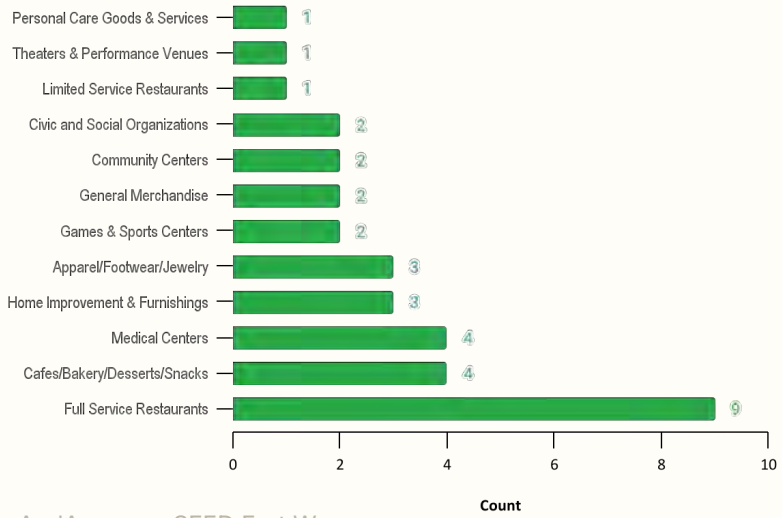


Business Survey Findings

WAYNEDALE
LOWER HUNTINGTON

Business Owners note the top retail gaps as Full-Service Restaurants, Cafe's, Medical Centers, and General Merchandise stores.

Top neighborhood Retail Gaps:



NEIGHBORHOOD FINDINGS

Highlight: Business owners have an appetite for increased BID coordination, especially events and programming.

Top neighborhood challenges:
- Lack of beautification & vibrancy
- Crime/theft and homelessness issues
- Parking limitations and property owner neglect

OPERATIONAL FINDINGS

Highlight: Most (92%) survey respondents own their spaces.

Top operational challenges:
- Limited access to customers (competition, online alternatives)
- Limited business knowledge
- Workforce shortages
- Real estate costs for some

Supports Needed: Business owners state that marketing assistance is a top priority. Increased coordination with the BID is another common sentiment.

Resident Preference for Key Recommendations

WAYNEDALE
LOWER HUNTINGTON

Majority of residents support initiatives to create a centralized gathering place, support business growth and retention, and forming a business association.

78% *support*

Centralized Gathering Place

Develop a plaza or square as Waynedale's heart, hosting events and daily community gatherings.

53% *support*

Form a Business Association

Establish an organization to build brand identity, market the district, recruit businesses, and coordinate events and investments.

69% *support*

Support Business Growth and Retention

Provide resources for small business success—marketing, real estate, financial planning, and operations support.

Resident Survey Findings

WAYNEDALE
LOWER HUNTINGTON

Expand Dining & Retail Options: Residents strongly want more sit-down restaurants, local shops, and family-friendly places to gather—not more gas stations or car lots. They see opportunities for cafés, bakeries, and neighborhood retail that make Waynedale a place to visit, not just drive through.

Fix Sidewalks, Roads & Connectivity: Across nearly every response, residents emphasized the need for better sidewalks, safer crossings, and smoother roads. Many noted the lack of walkable routes to schools and parks, especially near active rail lines and along Bluffton and Lower Huntington Roads.

Beautify & Clean Up the Corridor: Respondents want a cleaner, more visually appealing district—fewer weeds, repaired sidewalks, improved lighting, and façade updates. Many said Waynedale looks "run down" and needs greenery, decorative lighting, and consistent maintenance to restore pride and curb appeal.

Reduce Overconcentration of Gas Stations & Auto Uses: Repeatedly, residents voiced frustration that too many gas stations, car lots, and convenience stores dominate the corridor. They want stronger standards for redevelopment and a shift toward businesses that bring vibrancy and variety.

Create a Distinct Identity & Community Hub: People feel Waynedale lacks a clear identity and want a defined "heart" of the district—a small downtown-like area with shops, events, and public spaces similar to Roanoke or Wells Street. Residents want branding, banners, and beautification that reflect Waynedale's small-town charm.

Reinvest in Parks & Community Spaces: Respondents called for upgraded parks and more community gathering places, such as a modernized Waynedale Park, community center, or senior/teen hub. They see these spaces as key to restoring Waynedale's historic sense of connection and local pride.

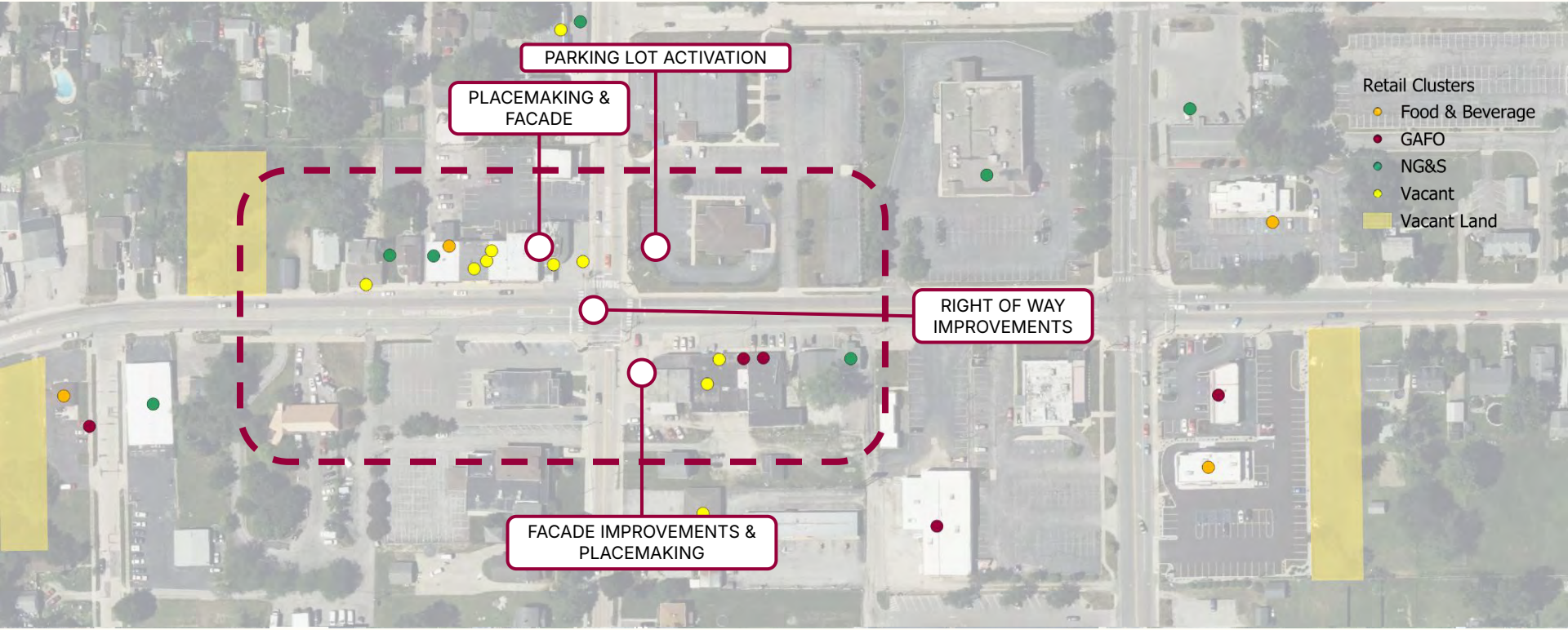
Improve Safety & Public Perception: Concerns about crime, loitering, and unsafe motels were frequent. Residents asked for stronger police presence, enforcement of property standards, and removal of blighted or unsafe buildings to make the area feel safer and more welcoming.

Strengthen the Local Economy & Support Small Businesses: Many respondents called for filling long-vacant storefronts, supporting local entrepreneurs, and curating business diversity. They want a mix of independent shops and family-run services that reflect Waynedale's working-class roots and community values.

Preserve Waynedale's Character: Residents want improvements that enhance, not erase, the area's identity—keeping its homey, small-town feel while updating infrastructure and attracting quality businesses that fit the neighborhood's scale and culture.

Priority Node

WAYNEDALE
LOWER HUNTINGTON



Priority Node

WAYNEDALE
LOWER HUNTINGTON





Priority Node

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Priority Node

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Priority Node

WAYNEDALE
LOWER HUNTINGTON





Farmer's Markets In Fort Wayne

Farmers Markets in Fort Wayne serve as successful incubators of small businesses, community gathering places and economic engines.

YLNI Farmers Market - YLNI is the city's downtown market, receiving around 10,000 weekly visitors during the summer season. YLNI also hosts an indoor market during the winter.

Summit City Farmers Market (formerly Fort Wayne Farmers Market) - The market was recently acquired by Electric Works, an innovation and entrepreneurship hub. The market will continue its Saturday schedule at the electric works campus.

Southside Farmers Market - Southside is the city's oldest farmers market, founded in 1926. It has a dedicated indoor space and operates year-round, with produce available based on the season.



Recommendations Framework

WAYNEDALE
LOWER HUNTINGTON



Place Management & Investment

Create a coordinated structure that empowers local businesses, property owners, and city partners to shape the district's growth and investment priorities.

Examples include: forming a dedicated management entity to oversee marketing, events, and beautification, aligning stakeholders on shared goals, and targeting strategic property investments that activate vacant sites, support business continuity during construction, and attract new tenants to key nodes.



Placemaking

Enhance the corridor's sense of place through coordinated design, activation, and identity-building efforts.

Examples include: beautification, public art, and signage; activating vacant lots and alleys for community use; improving pedestrian and trail connections; and creating signature gathering spaces that host events, markets, and family-friendly activities—all reinforcing each corridor's unique local brand and walkable character.



Business Support Ecosystem

Strengthen the small business pipeline by connecting entrepreneurs to funding, coaching, and market-ready spaces.

Examples include: streamlining existing programs, expanding marketing and technical assistance, establishing an ambassador or "gateway" organization for early-stage support, and building partnerships that link local brokers, funders, and advocacy groups to help businesses launch, grow, and stay rooted in the community.

Place Management & Investment

WAYNEDALE
LOWER HUNTINGTON

Create a business group or association

MID-TERM

- Grow local organization to conduct place management roles
- Align property and business owners around shared goals

Create a Marketing and programming strategy

SHORT-TERM

- Promote the stories of long-term Waynedale businesses to market the district

Activate Underutilized/Vacant Parcels

LONG-TERM

- Collaborate with property owners to strategically tenant vacant spaces with amenities
- Identify and support infill development opportunities

Place Management & Investment

WAYNEDALE
LOWER HUNTINGTON

Fill Retail Gaps: Collaborate with property owners to strategically tenant with amenities



Family-friendly Entertainment



Boutique F+B Producers



Sit-down Restaurants



Coffee Shops

Placemaking

WAYNEDALE
LOWER HUNTINGTON

Create a Signature Gathering Place

SHORT-TERM

- Utilize streets and underutilized lots as temporary public spaces and a place for monthly and annual events and programming

MID-TERM/LONG-TERM

- Establish a town square at the intersection of Lower Huntington & Old Trail
    - Evolve over time from temporary activation to permanent infrastructure

Improve Urban Design

MID-TERM

- Address gaps in pedestrian infrastructure
- Install gateway signage to amplify Waynedale's brand and direct customers to priority node

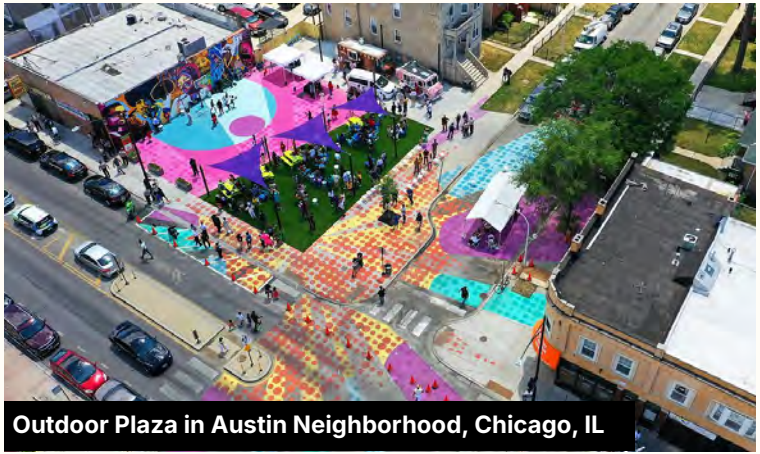
LONG-TERM

- Improve pedestrian connections to Bluffton Trail
- Explore right-of-way improvements along Lower Huntington Road
- Add bus shelters at targeted stops

Placemaking

WAYNEDALE
LOWER HUNTINGTON

Create a centralized gathering place that becomes the heart of Waynedale.



Outdoor Plaza in Austin Neighborhood, Chicago, IL



Public Street Plaza in Portland, OR

POP! Program, Chicago, IL

The Publicly Outdoor Plaza (POP!) Program in Chicago transforms underutilized/vacant lots into vibrant public plazas.

PBOT's Public Street Plazas, Portland, OR

The Portland Bureau of Transportation launched the Public Street Plazas program to transform streets into pedestrian-centered community hubs.

Waynedale Recommendations

WAYNEDALE
LOWER HUNTINGTON

Quick Wins / Small / Low Hanging Fruit

- Create a business group or association
- Create a marketing and programming strategy
- Activate underutilized/vacant parcels

Mid-term Strategies

- Add/improve wayfinding signage and urban design

Long-term

- Fill retail gaps
- Encourage infill development
- Create a signature gathering place

Based on your perspective, should any strategy be moved into a different timeframe?



Contact Us

City of Fort Wayne
Community Development

Citizens Square
200 East Berry Street, Suite 320
Fort Wayne, IN 46802